MASTER
NEGATIVE
NO. 94-82248-11

COPYRIGHT STATEMENT

The copyright law of the United States (Title 17, United States Code) governs the making of photocopies or other reproductions of copyrighted materials including foreign works under certain conditions. In addition, the United States extends protection to foreign works by means of various international conventions, bilateral agreements, and proclamations.

Under certain conditions specified in the law, libraries and archives are authorized to furnish a photocopy or other reproduction. One of these specified conditions is that the photocopy or reproduction is not to be "used for any purpose other than private study, scholarship, or research." If a user makes a request for, or later uses, a photocopy or reproduction for purposes in excess of "fair use," that user may be liable for copyright infringement.

The Columbia University Libraries reserve the right to refuse to accept a copying order if, in its judgement, fulfillment of the order would involve violation of the copyright law.

Author:
U.S. Dept. of Commerce

Title:
Organization to promote employment in the State...

Place:
Washington, D.C.

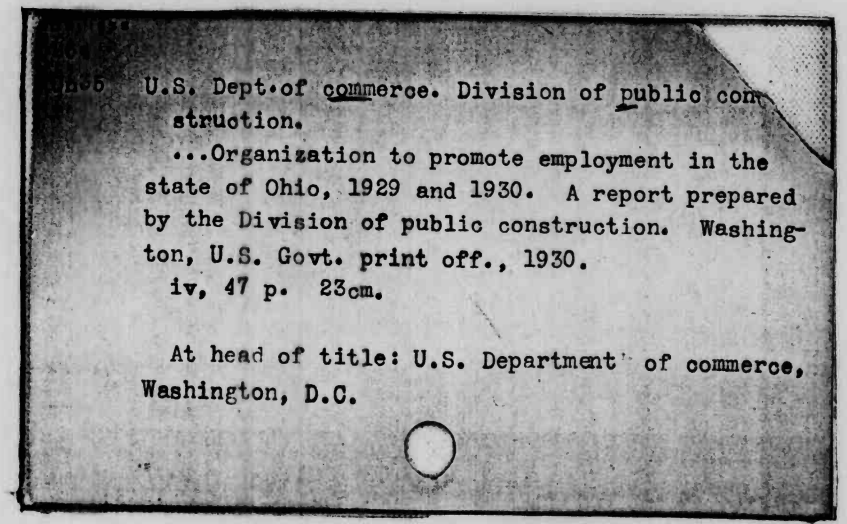
Date:
1930

94-82248-11
MASTER NEGATIVE #

COLUMBIA UNIVERSITY LIBRARIES
PRESERVATION

BIBLIOGRAPHIC MICROFORM TARGET

ORIGINAL MATERIAL AS FILMED - EXISTING BIBLIOGRAPHIC RECORD



U.S. Dept. of commerce. Division of public construction.
...Organization to promote employment in the state of Ohio, 1929 and 1930. A report prepared by the Division of public construction. Washington, U.S. Govt. print off., 1930.
iv, 47 p. 23cm.

At head of title: U.S. Department of commerce, Washington, D.C.

RESTRICTIONS ON USE:

TECHNICAL MICROFORM DATA

FILM SIZE: 35mm REDUCTION RATIO: 12X IMAGE PLACEMENT: IA (IIA) IB IIB

DATE FILMED: 10-17-94 INITIALS: PB

TRACKING # : MSH 02900

FILMED BY PRESERVATION RESOURCES, BETHLEHEM, PA.

2.0 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

1.5 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

PM-MGP 13″x18″
METRIC GENERAL PURPOSE TARGET
PHOTOGRAPHIC

200 mm

150 mm

100 mm

A5

A4

1.0 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

1.5 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

2.0 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

2.5 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

PRECISION℠ RESOLUTION TARGETS

Century

A&P
1303 Geneva Avenue
St. Paul, MN 55119

4.5 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz
1234567890

3.5 mm ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz1234567890

NOV 2 6 1930

U. S. DEPARTMENT OF COMMERCE
WASHINGTON, D. C.

ORGANIZATION TO PROMOTE EMPLOYMENT IN THE STATE OF OHIO 1929 AND 1930

D264 — Un 35

D264 Un35

Columbia University
in the City of New York

LIBRARY

School of Business

U. S. DEPARTMENT OF COMMERCE
WASHINGTON, D. C.

ORGANIZATION TO PROMOTE EMPLOYMENT IN THE STATE OF OHIO, 1929 AND 1930

A REPORT PREPARED BY THE
DIVISION OF PUBLIC CONSTRUCTION

UNITED STATES
GOVERNMENT PRINTING OFFICE
WASHINGTON : 1930

For sale by the Superintendent of Documents, Washington, D. C. - - - - Price 10 cents

Business

D264
Un35

Apr. 21/31 DD
Je 12 " ASP

CONTENTS

	Page
Foreword	IV
Section I. Introduction	1
Section II. Study of the Ohio situation	3
Section III. History of organization	6
Plan of State and county organizations	8
Section IV. Methods of operation	12
Section V. Activities of the Department of Industrial Relations and the Industrial Commission	16
Section VI. Summary of activities	27
Appendix	31
List of county committees on employment—Ohio	31

FOREWORD

Local organization is essential for effective national action to stabilize employment. The State of Ohio, in 1929 and 1930, set up widespread and correlated local organizations, in response to President Hoover's request to the governors of the States for their cooperation in stimulating public works construction as part of a nation-wide program designed to meet the emergency situation in industry and employment.

A detailed record of the form of organization, and a general statement of the results attained, are here presented. They may provide suggestions as to methods of organization to other committees in their efforts to stimulate activity in their respective districts.

The report embraces the results of a field study made by Dr. John M. Gries, until lately Chief of the Division of Public Construction. The manuscript was prepared in that division by Robert M. Gates.

R. P. LAMONT,
Secretary of Commerce.

WASHINGTON, *October 10, 1930.*

ORGANIZATION TO PROMOTE EMPLOYMENT IN THE STATE OF OHIO—1929–30

Section I

INTRODUCTION

The report of the President's conference on unemployment in 1921, of which President Hoover, then Secretary of Commerce, was chairman, emphasized the desirability of expanding public works construction in times of economic depression. When economic conditions became unsettled in the autumn months of 1929 the President initiated a program to mitigate threatened distress in business and employment and called for the expansion and expediting of public construction of all types throughout the United States. This program was first publicly outlined in a statement published on November 16, 1929.

Business Leaders Asked to Cooperate.

Leaders of business were asked within a few days to confer with the President, with a view to the stabilization of industry. It was agreed in all quarters that sustained construction activities would contribute materially toward achieving this end. Several groups, who had large construction programs, pledged themselves to increases in their programs of improvements, as well as to maintain their present labor force, without a reduction in the wage scale.

Division of Public Construction Created in Federal Government.

The departments of the Federal Government were called upon by the President to speed up their construction projects wherever possible. The Division of Public Construction was created in the Department of Commerce to serve as a clearing house for information and to be of assistance in the coordination of construction programs of all governmental units—Federal, State, county, and municipal.

Estimates of Construction Requested from Governors.

The governors of all States were asked to submit estimates as to the amount of construction to be done within their respective States. At the same time the benefits that would result from the "energetic, yet prudent pursuit" of public construction were indicated. The governors made a commendable response to the President's suggestion, and plans were devised by them to secure widespread knowledge of the effort and cooperation in following the program.

Organization in Ohio.

The organization effected in the State of Ohio, as planned by Governor Myers Y. Cooper and his associates, is notable for its thoroughness, and for the industry which characterized its opera-

tion, as well as for the results which followed in the wake of its endeavors. The procedure, which was followed in setting up influential, able, and active groups in each community, provided a statewide corps of workers, anxious to improve business and employment, in accordance with the program developed by Governor Cooper.

The general plan and personnel of the organization developed in Ohio was particularly suited to the governmental and business characteristics of the State. The functions of the governmental units in Ohio differ in varying degrees from those found in other States. Likewise agriculture and industry might frequently occupy different places of importance within another State. Any State that desires to use a plan similar to that designated for Ohio, but is confronted with political and economic conditions unlike those found in that State, might adapt its methods and develop its resources to meet the conditions.

Benefits Derived from Organization.

This report gives a step-by-step account of the plan of organization, which was carried through with patience and attention to the working of the smallest details, as well as illustrating some of the important, well thought out, and effective methods for arriving at the desired end. It would be difficult to estimate the complete results of the effort made in Ohio. Some of the results of the State's enlistment of the considerable number of leaders in the various economic group are:

1. A great many more people had employment than would have been the case otherwise. This employment came from casual jobs, from public and private improvements, and from easing-up on the tendency to retrench.
2. The thousands of people—a few in some localities, a few hundred in some, and several thousands in others—out of work, or who were on short time, were less discouraged when they realized that leaders in their community were doing everything that seemed possible to improve conditions.
3. Many persons on the committees have faced squarely the human suffering and the business loss of involuntary idleness, and with this first-hand contact will have a permanent interest in reasonable plans which industry may develop to stabilize employment.

Construction Activity Greatly Increased.

The progress made in pushing forward necessary public work under contracts made by the highway department and the department of public works was most gratifying. The contracts actually let during the first six months of 1930 exceeded by 245 per cent the amount let during the first six months of 1929, and by 68 per cent the amount let during the corresponding period in 1928.

Section II

STUDY OF THE OHIO SITUATION

This report is based upon the study of the Ohio organization by a representative of the United States Department of Commerce, who visited the governor and various other State officials, examined records of the department of industrial relations, and conferred with representatives of local committees in 17 different counties.

A few facts regarding the State should be considered before discussing the steps taken to provide employment and the mobilization of effort to stabilize the business situation, in order that the method of organization and the action taken may be better understood.

Geography.

Ohio has an area of about 41,000 square miles, and a population of more than 6,600,000 inhabitants. It is divided into 88 counties, and those in turn are divided into about 1,380 townships. Besides these governmental agencies there are more than 800 incorporated cities and villages.

The urban population of Ohio constitutes about 70 per cent, and the rural about 30 per cent of the total. There are eight cities, each having a population of more than 100,000: Cleveland, 901,000; Cincinnati, 449,331; Toledo, 290,787; Columbus, 289,056; Akron, 253,653; Dayton, 200,331; Youngstown, 170,004; and Canton, 105,424. There are also 50 cities having a population ranging from 10,000 to 100,000. Nearly 4,000,000 people live in cities that each have a population in excess of 10,000.

Business.

Ohio is not only an industrial State but has important agricultural and mining interests. Some sections are given over almost entirely to agriculture and others largely to mining. Roughly, Ohio ranks third among the States in the wages paid in its manufacturing establishments; seventh in its bituminous-coal production; and twelfth in the value of its farm products.

Government.

The organization set up in Ohio was to meet Ohio conditions and institutions. The cooperating agencies of government depend almost entirely upon the functions of government that they perform. The State, county, township, and municipal governments are each responsible for construction expenditures. The initiation and the execution of construction work rests mainly upon certain departments or officials, and this centralization of authority in large part accounts for the contracts that the State established.

The State government has jurisdiction over about 11,400 miles of State roads, and the expenditure of Federal highway aid funds; the counties have jurisdiction over about 24,500 miles of county

roads; the townships spend money on the maintenance of about 48,800 miles of township roads; and municipalities, such as cities and villages, have general jurisdiction over streets and highways within the respective city or village limits. The State department of highways acts for the State; the county commissioners and surveyors for the county; and the township trustees for the townships.

Educational Facilities.

In the educational field Ohio is responsible for new construction and maintenance at the following State-controlled educational institutions: (1) Bowling Green State College, Bowling Green; (2) Kent State College, Kent; (3) Miami University, Oxford; (4) Ohio State University, Columbus; (5) Ohio University, Athens; and (6) Wilberforce University, Wilberforce. Ohio also contributes about $4,000,000 for the support of districts in various parts of the State that are financially too weak to provide adequate educational facilities for the children of the community.

The counties do not provide school buildings. School buildings are erected by the townships, villages, and municipalities. Boards of education are the official bodies responsible for expenditures for school buildings. The funds are usually secured through a bond issue, approved by the voters. Besides spending money for building grade and high school buildings, three of the large cities support municipal universities.

Institutions are supported by the State, counties, and cities. The State is responsible for buildings and maintenance of the following institutions:

Department of Public Welfare.

(1) The Athens State Hospital, Athens.
(2) The Cleveland State Hospital, Cleveland.
(3) The Columbus State Hospital, Columbus.
(4) The Dayton State Hospital, Dayton.
(5) The Lima State Hospital, Lima.
(6) The Longview State Hospital, Cincinnati.
(7) The Massillon State Hospital, Massillon.
(8) The Toledo State Hospital, Toledo.
(9) The Ohio Hospital for Epileptics, Gallipolis.
(10) The Institution for Feeble-Minded, Columbus.
(11) Institution for Feeble-Minded, Apple Creek.
(12) The Ohio State Sanatorium, Mount Vernon.
(13) The Ohio Soldiers' and Sailors' Home, Sandusky.
(14) The Madison Home, Madison.
(15) The Boys' Industrial School, Lancaster.
(16) The Girls' Industrial School, Delaware.
(17) The Ohio Penitentiary, Columbus.
(18) The London Prison Farm, London.
(19) The Ohio State Reformatory, Mansfield.
(20) The Ohio Reformatory for Women, Marysville.
(21) The Institution for Feeble-Minded, Orient.

Independent Institutions.

1. Ohio Soldiers' and Sailors' Orphans Home, Xenia.
2. State School for the Blind, Columbus.
3. State School for the Deaf, Columbus.

The counties support hospitals, alms houses, homes for the aged, homes for the poor, homes for orphans, county infirmaries, and jails. Not every county, however, has all of these institutions.

Cities support a number of hospitals, homes for the aged, asylums, jails, homes for orphans, homes for the deaf, dumb, and blind, houses of correction, etc.

The State also maintains experimental farms, armories, Capitol and State office buildings, State parks, and military training camps. It spends some money for canals, grade crossings, bridges, and river improvements. It also owns two brick plants: Ohio State brick plant at Junction City, and the Roseville State brick plant at Roseville, Muskingum County, where there are correctional institutions.

Cities also support a variety of institutions, and spend money for water mains, filtration plants, sewers, sewage disposal plants, incinerators, airports, docks and wharves, markets, etc.

22112—30——2

Section III

HISTORY OF ORGANIZATION

On November 21, 1929, the same day on which President Hoover held conferences with leaders of labor and business, Gov. Myers Y. Cooper, of Ohio, announced a program for speeding up the construction of public works in that State. Referring to highway construction, he stated: "I am directing the director of highways to proceed with the letting of highway contracts right through the winter months and to do such structural work as weather conditions will permit—thus reducing to a minimum the unemployment in connection with the highway program of our State." Similarly, work was to be pushed in other lines of construction performed by State agencies.

On November 24, 1929, the President sent telegrams to all of the governors explaining the advantages of "the energetic yet prudent pursuit" of public works programs, and asking them to report on the probable expenditures for public works in 1930 by the State, municipal, and county governments within their jurisdiction.

The President's Request.

The President's telegram, dated November 24, 1929, to Gov. Myers Y. Cooper, of Ohio, follows:

With a view to giving strength to the present economic situation and providing for the absorption of any unemployment which might result from present disturbed conditions, I have asked for collective action of industry in the expansion of construction activities and in stabilization of wages. As I have previously stated, one of the largest factors that can be brought to bear is that of the energetic yet prudent pursuit of public works by the Federal Government, and State, municipal, and county authorities. The Federal Government will exert itself to the utmost within its own province, and I should like to feel that I have the cooperation of yourself and the municipal, county, and other local officials in the same direction. It would be helpful if road, street, public building, and other construction of this type could be speeded up and adjusted in such fashion as to further employment. I would also appreciate it if your officials would canvass the State, municipal, and county programs and give me such information as you can as to the volume of expenditure that can be prudently arranged for the next 12 months and for the next 6 months and inform me thereof. I am asking Secretary Lamont, of the Department of Commerce, to take in hand the detailed measures of cooperation with you which may arise in this matter.

(Signed) HERBERT HOOVER.

The Governor's Response.

In a telegram, on the same date, Governor Cooper replied, in part:

Ohio is in full sympathy with your public improvement program and as governor I wish to assure you of my active cooperation. The present temporary economic disturbances may result in such ultraconservatism as to produce unwarranted unemployment and therefore justifies collective action on the part of industry and government to avoid such a contingency. My executive order directs the letting of highway contracts each month throughout the winter. I am asking the executives of all municipalities to speed up improvement, such

as the building of streets, buildings, and other enterprises. A call is issued for every county commissioner in Ohio to meet in Columbus on December 5 for the purpose of arranging with the State highway director plans and programs for the improvement of local roads in conjunction with the State highway department. You may be assured of Ohio's fullest cooperation in your effort to stabilize business conditions and avoid unemployment.

In a meeting of the governor with his cabinet, on November 25, 1929, it was decided to push the State's construction program as rapidly as possible. All heads of departments and officers were present. From their discussions it was determined what effective steps could be taken by those in charge to prevent unnecessary delays, as well as what efficient procedure practiced on one type of work could be adapted to the needs of those carrying on construction of a different nature. As all departments were anxious to cooperate and to solve any of the problems that arose, all phases of the construction program progressed rapidly.

Municipalities Asked to Promote Construction.

In order that he might have an accurate estimate of the amount of construction planned by municipalities, the governor, on November 26, 1929, wrote the following letter to the mayors of all municipalities, requesting such information, and asking that work be carried out as early as possible.

MY DEAR MAYOR: I have received from President Hoover a telegram similar to that which the President has sent to the governor of every State, asking cooperation in the general movement for starting contemplated public improvements and for speeding up those already begun. The President's thought is to guard against any possible unemployment.

The President asks that he be advised by the governors as to the amount of public work which can be put under contract during the next 12 months, and also in the next 6 months.

In pursuance of this request, it is asked that you give personal attention to plans for early letting of public-work projects which come under your jurisdiction. It is also asked that you advise me at once as to the amount of such work contemplated by your city during the year of 1930, and during the first six months thereof.

Thanking you for your anticipated cooperation in this public service and with the hope that I may soon have a reply from you, I am

Cordially yours,

(Signed) MYERS Y. COOPER,
Governor.

Counties Asked to Cooperate.

County construction work is under the control of the county commissioners, and, as stated in his telegram to the President, Governor Cooper had extended an invitation to the county commissioners of all the 88 counties to meet in Columbus on December 5, 1929. At this meeting the governor presented the President's program, and his own plans for providing employment. More than 350 persons attended the meeting and all counties were represented. The governor asked for the full cooperation of the commissioners in speeding up necessary public improvements. His suggestions were favorably received, and he was assured of their hearty cooperation, which is recorded in the following resolution, written at Columbus, Ohio, and dated December 5, 1929.

Response of the Counties.

Resolution unanimously adopted by the county commissioners and county engineers of the State of Ohio, at special meeting in Columbus called by Gov. Myers Y. Cooper:

Whereas, at the request of the President of the United States, our governor, Hon. Myers Y. Cooper, is making an effort to stabilize business and industry, and to prevent any labor or financial distress within our State, and has succeeded to the entire satisfaction of the President as indicated by the following highly commendable telegram directly from Secretary of Commerce Hon. R. P. Lamont, Washington, D. C.:

[Telegram to Hon. Myers Y. Cooper, governor of Ohio]

The President and I greatly appreciate your message regarding cooperation by the State of Ohio in the program of advancing public improvements. Your executive action with regard to winter letting of highway contracts and calling together of county commissioners as a means of coordinating highway improvements throughout the State are prompt, direct, and practical measures. We shall await with interest your report on to-day's meeting, which I am sure will furnish experience that will be helpful elsewhere.

(Signed) R. P. LAMONT,
Secretary of Commerce.

Be it resolved, That we, as county commissioners and county engineers of Ohio, do hereby pledge our loyal support to Governor Cooper in this great movement, and agree to push forward the work of highway construction and maintenance together with the erection of necessary bridges and the elimination of dangerous grade crossings throughout the State.

Resolved further, That we not only pledge our hearty cooperation with the State highway department in the construction and improvement of the State highways, but to promote as rapidly as possible the construction and improvement of the county highway system in the various counties of the State.

PLAN OF STATE AND COUNTY ORGANIZATIONS

When Governor Cooper had collected sufficient information as to the contemplated construction to be carried out by the State, as well as reports on municipal expenditures for construction, as furnished by the mayors in response to his request, he wrote to Secretary of Commerce R. P. Lamont, who had been designated by President Hoover to compile the information on State programs, giving an estimate of the amount of construction planned in Ohio for 1930. His letter, dated January 10, 1930, states:

My survey now discloses that the following expenditures will be made in 1930:

County and township road program	$37, 408, 000
The same local units of government plan to expend for ditches, buildings, etc	11, 817, 000
For road construction and maintenance	35, 000, 000
State will expend for additions and betterments, State institutions and the new State office building	12, 000, 000
Municipalities under 5,000 population will expend for public improvements	27, 000, 000
Municipalities over 5,000 population will expend for public improvements	110, 000, 000
This makes a grand total of	233, 225, 000

At the request of Governor Cooper, Mr. William T. Blake, director of the department of industrial relations, took charge of the effort to stabilize business and employment within the State. Because of his knowledge and experience in similar situations, Fred C. Croxton was appointed as special assistant in the department of industrial relations on February 1, 1930. The following report, submitted by Mr. Croxton, on February 4, develops a plan for a possible organization:

STABILIZATION OF INDUSTRY AND EMPLOYMENT

The burden arising from unemployment and irregular employment falls directly and heavily upon the wage earner and his family. Ultimately, however, this burden falls upon society in general and affects all phases of community life—industry, business, schools, churches, and citizenship.

Contrary to general opinion, there is a considerable amount of involuntary idleness and broken time even when industrial conditions are approximately normal and business is good. The amount of idleness fluctuates with the seasons, with changing business conditions, and with changes in industrial processes and business methods.

The State and its several political subdivisions are in position to aid in lessening involuntary idleness and thus render service to the individuals and families who now suffer and to society in general. To render more than temporary aid will require long-time planning.

The general plan here suggested recognizes the need for undertakings to meet the immediate unemployment situation, but places the greater emphasis upon constructive plans for reducing the large amount of involuntary idleness which is continuously found. During so-called normal times the number unable to secure work may be more or less than one-half as large as during periods of depression, but the hardships suffered by those who are idle are just as great.

The Federal Government and finally each of the important industrial States must become a part of any comprehensive plan for greatly reducing involuntary idleness. It is, however, a slow process to arouse the interest of and secure action by the several States, and some State must take the lead. The plan here suggested deals almost wholly with the State of Ohio and includes only such things as may be begun at once.

1. *Public work.*—In order to relieve the immediate situation the plans of President Hoover and Governor Cooper of stimulating public work should be carried forward as rapidly as possible.

Unless these plans are closely followed up there will be many delays and much of the work which it was hoped would be started early in the year will not get under way until summer or fall. It is suggested, therefore, that—

a. A central record be made of all major projects in the State and that progress on such public work be noted from time to time.

b. A State committee on public work be created to devise ways and means of stimulating public work and progress on such work at this time. This committee might consist of three to five members and ought to include both labor and management.

c. A small local committee on public work be created in each county and possibly in each of the larger cities. The local committee would be expected to cooperate with the State committee and should include labor and management in its membership.

If the State and local committee on public work could be continued as a permanent organization, it would be very helpful in planning for the distribution of public work according to general industrial conditions, as far as that may be possible.

2. *Public employment offices.*—The Federal, State, and local governments can render valuable service by developing and maintaining effective employment offices and by bringing the local offices together into a well-organized State and National system. Such offices supply information concerning available work and available workers and, as need arises, definitely seek out jobs or workers. Ohio is in position to go forward more rapidly at this time than is the Federal Government and many of the States.

When adequately supported and properly manned such employment offices can render excellent service both to wage earners and to management and can mater ally lessen the time lost by workers. To be effective, an employment office must have the continued active support of management and of labor, and the personnel must be selected with a view to competency in that particular work.

An incidental but important result of the development of a more effective system of public employment offices would be the gradual elimination of the type of private employment office which exploits wage earners and particularly those in the greatest need of work.

It is suggested that—

a. A permanent State committee on public employment offices be created to advise with reference to the best methods of further developing public employment office work in Ohio and of securing continued support of management and labor. This committee ought to be small and include both labor and management in its membership.

b. In view of the varied and unusual qualifications required for successful superintendents and placement personnel in public employment offices, arrangements be made, if possible, with the State civil service commission for a committee consisting of a representative of labor, a representative of management, and a representative of the department of industrial relations to assist in preparing and conducting examinations for superintendents and placement personnel.

3. *Stabilization of industry.*—This matter merits the most careful attention both from the standpoint of reducing involuntary idleness and irregular work and from the standpoint of business itself.

Industry—that is, management and labor in cooperation—can best devise, develop, and adopt plans for stabilizing industry and employment within a plant or within an industry. Government's contribution in such work at this time is probably largely that of making available information as to experiments and accomplishments. In many plants management and labor do not have the opportunity for the experimentations necessary in such pioneer work but could profit from the experiences of others.

One of the interesting industrial experiences during the World War was the unselfish spirit of some of the larger bakeries in freely placing at the disposal of the smaller plants the results of their laboratory tests and their practical experience in using wheat-flour substitutes. Similar services were rendered competitors in many lines of business at that time.

This spirit of helpfulness is still alive and doubtless can be enlisted in a cause as important, both from a humane and a business standpoint, as is that of stabilizing industry and employment and thus relieving as far as may be possible the waste and tragedy of jobless workers.

It is suggested that—

a. A permanent committee on stabilization of industry and employment be created to advise with reference to the best methods of conducting a continuous study of plans of stabilizing industry and employment in Ohio and, if possible, elsewhere. This committee ought to be small and to include both labor and management.

b. Brief reports concerning plans which have been effectively used for stabilizing industry and employment be published from time to time for the information of industry—management and labor—and the public in general.

4. Extent and cause of unemployment. Current information concerning the extent and cause of unemployment would encourage deliberate consideration of the problem of involuntary idleness. It, also, would avoid the necessity of relying upon estimates which vary greatly and which are usually made only during the stress of serious unemployment.

Considerable information is available concerning employment, but comparatively few studies of unemployment have been made. The popular opinion, which is quite contrary to the facts, seems to be that everyone is employed during so-called normal times. Only when a stage is reached where buying slackens, bills can no longer be met, payments on the little home are overdue, employment offices are crowded, and the charity organizations are swamped with families seeking relief, does the public seem to appreciate that people are unemployed. Such studies of unemployment as have been made indicate that even in periods of normal times the number of unemployed is probably one-half or more than one-half that of periods of serious industrial depression. During normal times, therefore, many wage earners and families suffer because of irregular employment and business, too, loses because of lack of stable incomes of such wage earners. The number of wage earners affected is merely smaller and the loss to business less in normal times than in periods of depression.

The Federal and the State Governments ought to be expected to make available reasonably accurate current information on unemployment. No other agencies can command the facilities for collecting and compiling such data. Furthermore, information collected and compiled by such governmental agencies would be less subject to charge of bias.

The United States Census will shortly collect data concerning unemployment, but the facts probably will not be available for many months, nor will the data again be secured by that agency until another census period.

It is believed to be possible to secure considerable current information concerning unemployment and, therefore, it is suggested that:

a. A permanent committee on statistics of unemployment and irregularity of employment be created to advise with reference to ways and means of collecting and compiling information on unemployment and irregularity of employment in Ohio.

b. Brief reports of such compilations be published from time to time during periods of normal industrial conditions as well as during periods of industrial depression as an aid in stimulating constructive planning in stabilizing industry and employment.

Summary.—This outline for Ohio seeks to provide methods for carrying through the plans already under way to relieve present unemployment conditions, and it further provides four measures looking toward stabilizing industry and employment and reducing unemployment, as follows:

1. Permanent committee on public work.
2. Permanent committee on public employment offices.
3. Permanent committee on stabilization of industry and employment.
4. Permanent committee on statistics of unemployment and irregularity of employment.

Four committees are suggested, rather than a single committee, for the reason that the fields of work are distinct and there will be a better chance to enlist the services of outstanding persons in each specialized field.

It does seem important for Government to give serious attention to a matter which is of such far-reaching significance as is involuntary idleness. The very rapid changes in processes and methods of production, transportation, marketing and other activities have brought about most difficult problems of labor adjustment. The problems can not be met by labor alone, nor by labor and management. The helpful cooperation of society, as represented by Government, is needed.

Involuntary idleness is an extravagant waste both from the standpoint of the individual and of business. If wage earners can not be employed and retain their self-reliance, they ultimately become charges upon the community. Prevention of involuntary idleness with all of its train of suffering, want, and waste, ought to be a challenge to society. Ohio, with her many progressive cities and varied industries, is in an excellent position to take the lead in this work. (Fred C. Croxton, special assistant, department of industrial relations, February 4, 1930.)

Section IV

METHODS OF OPERATION

That more detailed information might be available as to public improvements throughout the State, and also to stimulate interest in the movement, Mr. Croxton, in the period February 10 to February 15, 1930, sent the following letter to all county surveyors, sanitary engineers, city engineers, and boards of education, requesting that the form, which accompanied the letter, be filled out and returned:

Governor Cooper, as chief executive of the State, is anxious for Ohio to cooperate fully with other States in the general movement for speeding up contemplated public work.

The department of industrial relations has been assigned the task of securing information concerning the progress of public work throughout the State. Your courtesy in supplying information relative to such work from time to time will be greatly appreciated.

Will you please fill out one of the accompanying forms and return it in the inclosed stamped envelope. The form is supplied in duplicate in order that you may retain one copy for your files if you desire.

[Form sent to engineers and boards of education]

DEPARTMENT OF INDUSTRIAL RELATIONS OF OHIO

PUBLIC WORK PROJECTS

A. Public work in progress but incomplete on January 1, 1930.

Kind of work	Total cost	Per cent complete	
		On Dec. 31	On Jan. 31

B. Contracts let between January 1 and February 15.

Kind of work	Total cost	Approximate date work will begin

C. Contracts to be let between February 17 and March 31.

Kind of work	Approximate cost	Approximate date work will begin

City----------, *Engineer.*

School Construction Urged.

The letters to the boards of education were transmitted with letters to the superintendents of schools in form as follows:

Perhaps few people come more closely in touch with the effect of unemployment upon family life than do the officials and teachers in our public schools. You and your teachers see particularly the effect which unemployment of the chief bread winner has upon the development of child life.

We, therefore, feel assured of your interest in stimulating public work and other industrial activities as far as may be possible.

We are inclosing a letter addressed to the board of education and also a form upon which we ask for certain information. We have the names of members of your board, but, unfortunately, our list does not indicate the president of your board.

The following special form was also included in the letters to the boards of education:

[Form sent to boards of education]

HIGHLAND COUNTY—CONCORD TOWNSHIP

Bond issue of $10,000 for building

Has contract been let?----------
If contract has not been let, on what date, approximately, will it be let?----------
If contract has been let—
Has construction work begun?----------
If construction work has not begun, on what date, approximately, will it begin?----------
Name of official furnishing information----------

Road and Bridge Construction.

In order to secure information as to the amount that would be expended in 1930 from the township road and bridge funds, the State auditor on February 21, 1930, wrote to the auditor of each county, inclosing blanks to be filled in and returned. The letter and blanks sent are as follows:

Governor Cooper, as chief executive of the State, is anxious for Ohio to cooperate fully with other States in the general movement for speeding up contemplated public work.

This department has been asked to secure information concerning township road and bridge funds, and we are, therefore, asking you to furnish a statement as to the estimated budget for the year 1930 available in those funds for each of your townships. Your courtesy in supplying this information will be greatly appreciated.

Will you please fill out one of the accompanying forms and return it in the inclosed stamped envelope? The form is supplied in duplicate in order that you may retain one copy for your files if you so desire.

[Form to accompany letter to auditors]

TOWNSHIP ROAD AND BRIDGE FUNDS

County ---------- Auditor ---------- Township ----------

ESTIMATED BUDGET FOR ROAD AND BRIDGE FUND IN 1930

Temporary State and County Committees on Employment Appointed.

Instead of appointing at once the permanent State committees described in the plan submitted by Mr. Croxton on February 4, it

was decided to call to the aid of the State the several state-wide organizations of industrial management, labor, agriculture, and commerce. It was believed that more prompt action could be secured through these several groups, each of which had an established constituency.

The following memorandum was issued by the department of industrial relations on the occasion of the organization and meeting of the temporary State committee on employment:

TEMPORARY STATE COMMITTEE ON EMPLOYMENT

In order to assist in focusing attention more sharply upon need for heroic measures looking toward the stimulation of private industries and enterprises, and promoting the speeding up of necessary public work, Governor Cooper to-day called into conference the president and secretary of each of nine State-wide organizations of industrial management, labor, agriculture, and commerce.

Governor Cooper asked these 18 men to serve as a temporary State committee on employment and requested that they serve for a limited time for the definite purpose of organizing temporary county committees on employment.

In order that employment may be provided for labor as far as possible, and that business can go forward, Governor Cooper urged that the largest possible percentage of public work be let during the early months of the year. Officials throughout the State are cooperating splendidly in an effort to put forward public work, but present conditions demand even more strenuous efforts.

Voters of the State last November approved bonds totaling approximately $11,000,000 for new school buildings or major building improvements. Reports from 70 per cent of the total amount involved indicate that contracts have been let for only about 9 per cent during the three and one-half months following approval of the bonds. The reports also indicate that contracts will be let for more than 60 per cent of the total on or before April 1. Any speeding up of such work will help the present situation.

Each of the organizations represented on the State committee was asked to appoint in each county of the State some one who will serve as a member of the temporary county committee and to notify such persons of his appointment and ask him to meet with other members of the county committee, either on March 10 or 11. The Department of Industrial Relations of Ohio will notify direct each one thus appointed, of the place, date, and hour of meeting.

The temporary county committee, appointed by the various interests called together in this State meeting, is asked to assume responsibility for two things:

1. Stimulating private industries and enterprises to go forward as rapidly as possible.
2. Promoting the speeding up of necessary public work through cooperation of representatives of industrial management, labor, and commerce, with the various public officials.

Each county commitee is asked to organize by electing a chairman and a secretary.

The county committee, with a knowledge of local conditions, can be able to get various private enterprises under way. With some effort on the part of the committee many business houses, industrial plants, and home owners who contemplate painting, repair, alteration, or cleaning up projects will get such work started somewhat earlier than usual, and this will start a chain of other activities to the advantage of labor, business, and the community in general.

The county committee, by securing from the various county, township, city, village, and school officials information concerning necessary public improvements for which contracts have been let, for which plans are being prepared and which are contemplated will find a surprising total. This information is not available in any one place, and the county committee can render a valuable service by bringing such information together, and then by assisting in every possible way in getting all such work started at the earliest possible date, rather than delaying until all goes forward together in midsummer or early fall. Necessary public improvements which are merely contemplated, can, in many instances, be pushed forward to accomplishment.

Pushing forward necessary public improvements will put wages into the pay envelopes of the workers, create demands for machinery, material, and supplies, and thus stimulate business in general. Furthermore, it will reduce the calls for charity with its tendency to lower the morale and destroy the self-reliance of the recipient.

The county committee can be helpful in urging that local labor be used, as far as possible, in order to avoid drawing men hither and yon in search of work as the larger public-improvement activities begin. (Columbus, Ohio, February 28, 1930.)

The county commissioners, who had previously indicated a desire to cooperate, were then informed of the naming of the temporary county committees by the following letter written on March 3, 1930, by Fred C. Croxton:

To the board of county commissioners:

Governor Cooper, as chief executive of the State, is anxious that Ohio shall do everything possible in stimulating private industries and enterprises to go forward and also in promoting the speeding up of necessary public work.

He has greatly appreciated the cooperation of county, municipal, and other officials in these efforts to reduce unemployment as rapidly as possible.

On February 28, the president and secretary of each of eight state-wide organizations of industrial management, agriculture, labor, and commerce, met in conference with the governor and with officials of this department to consider means of pushing forward various industrial and public-work activities.

The organizations represented were:

Ohio Bankers' Association.
Ohio Chamber of Commerce.
Ohio Farm Bureau Federation.
Ohio State Federation of Labor.
Ohio Manufacturers' Association.
Ohio Newspaper Association.
Ohio State Council of Retail Merchants.
Ohio State Grange.

A ninth organization, the Ohio Building Association League, would have been represented, but both president and secretary were out of the State on that date.

As an outcome of that conference, each of the several organizations will appoint a member of a temporary county committee on employment.

The temporary county committee, appointed by the various interests called together in this State meeting, is asked to assume responsibility for two things:

1. Stimulating private industries and enterprises to go forward as rapidly as possible.
2. Promoting the speeding up of necessary public work through cooperation of representatives of industrial management, agriculture, labor, and commerce, with the various public officials.

The committee in your county will be called to meet at 2 o'clock, either on March 10 or 11.

May we ask if you will kindly make available a room in your courthouse for the first meeting of this small committee? A representative of this department will be present. You will be notified later as to whether the meeting will be held on the 10th or 11th.

That the State would not fail to do its part in the programs, Governor Cooper again called together the heads of all State departments having any construction work to review the progress that had been made and to outline plans for future activity. This meeting was held March 5, 1930.

Section V

ACTIVITIES OF THE DEPARTMENT OF INDUSTRIAL RELATIONS AND THE INDUSTRIAL COMMISSION

While the various organizations named their representatives on the county committees from among their members, the work of organizing these committees and of explaining to the members the possibilities of the organization was left to the staff of the department of industrial relations and the industrial commission. These forty-odd men, whose work as superintendents of public employment offices, inspectors of safety and hygiene, factories and buildings, steam engines, mines, and gathering information on employment made them familiar with conditions throughout the State, were called into Columbus on March 5 and 6 for instructions in connection with the two county committees to which each man was assigned. The following memoranda given to each representative summarize these instructions:

To Associates in the Department of Industrial Relations and the Industrial Commission of Ohio:

In any case where a member of a temporary committee is not present, please ask the committee to get into touch with such absent member.

Also if anyone can not serve, ask the committee to feel perfectly free to appoint some one, or to add new members if it will be helpful.

(Signed) FRED C. CROXTON,
Special Assistant.

TEMPORARY COMMITTEE ON EMPLOYMENT

Governor Cooper, on February 28, 1930, called in to conference, the president and secretary of each of the following state-wide organizations:

Ohio Bankers Association.
Ohio Building Association League.
Ohio Chamber of Commerce.
Ohio Farm Bureau Federation.
Ohio State Federation of Labor.
Ohio Manufacturers Association.
Ohio Newspaper Association
Ohio State Council of Retail Merchants.
Ohio State Grange.

The purpose in calling together these representatives of industrial management, labor, agriculture, and commerce, was to secure cooperation of all these forces in reducing unemployment by stimulating private industries and enterprises to go forward as rapidly as possible, and by promoting the speeding up of necessary public work.

At this State meeting the plan was adopted whereby each of the organizations will appoint in each county, wherever possible, some one to represent the organization on a temporary committee on employment in the county.

The county committee thus appointed by the several organizations will consist of nine persons, or less. The number will be less than nine in several counties owing to lack of representation of some of the organizations in the county.

The county committee, as well as the State committee, is altogether temporary in character. A small permanent State committee on public work will later be appointed.

The temporary county committee on employment, appointed by the various interests called together in the State meeting, is asked to assume responsibility for two things:

1. Stimulating private industries and enterprise to go forward as rapidly as possible.
2. Promoting the speeding up of necessary public work through cooperation of representatives of industrial management, agriculture, labor, and commerce with the various officials.

The county committee, with a knowledge of local conditions, can be able to get various private enterprises under way. With some effort on the part of the committee, many business houses, industrial plants, and home owners who contemplate painting, repair, alteration, or cleaning-up projects will get such work started somewhat earlier than usual, and this will start a chain of some other activities to the advantage of labor, business, and the community in general.

The county committee, by securing from the various county, township, city, village, and school officials information concerning necessary public improvements for which contracts have been let, for which plans are being prepared and which are contemplated, will find a surprising total. This information is not available in any one place, and the county committee can render a valuable service by bringing such information together, and then by assisting in every possible way in getting all such work started at the earliest possible date, rather than delaying until all goes forward together in mid-summer or early fall. Necessary public improvements which are merely contemplated can, in some instances, be pushed forward to accomplishment.

Pushing forward necessary public improvements will put wages into the pay envelopes of the workers, create demands for machinery, material and supplies, and thus stimulate business in general. Furthermore, it will reduce the calls for charity with its tendency to lower the morale and destroy the self-reliance of the recipient.

Among public officials who can furnish information and whose cooperation the county committee will desire are:

County commissioners.
County surveyor.
County sanitary engineer, in some counties.
County auditor.
County board of education.
County superintendent of schools.
Township trustees.
Township clerk.
District boards of education.
District school superintendent.
Mayors of cities and villages.
Members of city and village councils.
City department of service.
City engineer.
City and village boards of education.
City and village superintendents of schools.
City park commissioners.

Among the many possible necessary public improvements are:

County roads, bridges, buildings, sanitary improvements, waterway improvements, construction of dams, dredging operations, etc.
Railroad, interurban, and street-railway improvements, such as extensions and relocation of lines, relaying track, bridges, raising or lowering tracks, separation of grade crossings, etc.
City and village street improvements, water and sewer systems, buildings, etc.
New school buildings or improvements in school buildings in cities, counties, and villages.
Park improvements.
Airport projects.
Semipublic improvements, such as churches, art galleries, and other similar buildings.

Federal buildings are also planned or contemplated in some counties.

The county committee can be helpful in urging that local labor be used as far as possible in order to avoid drawing men hither and yon in search of work as the larger public-improvement activities begin.

After the first meeting, which will be attended by a representative of the Department of Industrial Relations of Ohio, the county committee is asked to proceed along the lines suggested and to take up any related activities looking toward greater employment which seem desirable. It will be very helpful if the county committees will report their progress to the director of the Department of Industrial Relations of Ohio, Columbus, Ohio, on the last day of March, April, and May, or more frequently if any committee desires.

If in any county it develops that some committee is already actively working along similar lines, temporary committee on employment appointed by the nine state-wide organizations is asked to cooperate in every way with such committee.

The representative of the department of industrial relations, who meets with a county committee, is asked to assume responsibility for—

1. Making sure that a meeting place is provided, preferably in the courthouse. A letter (copy attached) was sent to the board of county commissioners on March 3.
2. Explaining carefully to the committee the need for their help in getting work started as early as possible. Such a committee can discover many necessary activities which will be helpful. If some of these things are undertaken in a thorough way, it will be most helpful to labor, to business, and to the community in general. Some of the things which may be suggested are—
   a. Enlisting the greatest possible number of home owners who contemplate improvements, repair work, or painting this year in a campaign for letting contracts as early as possible. Weather conditions may not permit the work to be actually begun at once, but the contractor who secures the work will get into touch with his men, and the prospective work will be most encouraging to them; he will also order materials and supplies, and that in turn provides work for men in manufacturing, transportation, and commerce.
   b. A considerable number of industrial plants and business houses, if encouraged to do so, and closely followed up by a local committee, will put forward repair and improvement projects which for one cause or another are being postponed. With such evidence of faith on the part of industrial and business concerns, employment conditions can be materially improved.
   c. Where men must absolutely be laid off, a local committee can encourage the plan, now followed by many employers, of reducing days per week or hours per day rather than laying off employees.
   d. Any city or village will be benefited by a thorough "clean-up," and it will be helpful for wage earners who are compelled to seek help to be provided with work.
   e. In many localities the committee, in cooperation with local officials, can get necessary public improvements started somewhat earlier than would be the case if employment conditions were normal.
   f. Occasionally some necessary public improvement is being delayed through technicalities or some minor objections. A local committee can help to develop favorable public opinion and hasten progress.
3. A third responsibility of the representative of the department of industrial relations is to see that the committee organizes by electing a chairman and secretary and sets a date for its next meeting.
4. A fourth responsibility is to mail at once to the director of industrial relations a copy of the list of members, after noting on such list those who were present, the one chosen as chairman, the one chosen as secretary, and also the date of the next meeting.

MEMORANDUM FOR REPRESENTATIVES OF THE DEPARTMENT OF INDUSTRIAL RELATIONS AND THE INDUSTRIAL COMMISSION OF OHIO

Governor Cooper in addressing you on March 5 stated that a survey made some little time ago indicated the following amounts approximately would be expended for public work in Ohio during 1930:

State highways	$35,000,000
County and township highways	50,000,000
Other public work	150,000,000
Total	235,000,000

He stated that in order to push forward necessary public work as rapidly as possible the State highway department had let contracts throughout the winter instead of waiting until spring. The total amount of contracts let by that department during December, January, and February is $6,562,224, and approximately $2,750,000 will be let during March.

Included in necessary public works are many new school buildings. Bonds were approved by the voters last November for a total of $11,000,000 for school-building projects.

The State auditor during the first week of March made the first distribution of 1930 gasoline-tax funds. The amount distributed was $2,449,502. Each county received $10,000 and each township $250. The amount sent to municipalities at this first distribution of the year was equal to one dollar for each automobile registered in 1928.

The estimated total income from gasoline tax during 1930 is $30,000,000. The distribution for the year is on the basis of—

	Per cent
Highway department	62½
Municipalities	17½
Counties	5
Townships	5

COLUMBUS, OHIO, *March 7, 1930.*

Appointment of Temporary County Committees on Employment.

Supplementing the notification by the organization which they represented, the men chosen by the State organizations to be members of the temporary county committees on employment were notified by the department of industrial relations in the following letter, written March 8, 1930, in which were enclosed the following statements giving an explanation of the work and the membership of the proposed committee:

MY DEAR MR. ———: You have been appointed a member of a temporary committee on employment for your county. The two inclosed sheets briefly explain the purpose of the committee and give its membership and date of first meeting.

May we thank you in advance for this service?

[Form to accompany letter from department of industrial relations to county committeemen]

TEMPORARY COMMITTEE ON EMPLOYMENT

Governor Cooper on February 28 held a conference with the president and secretary of each of several state-wide organizations for the purpose of considering plans for pushing forward industrial enterprises and necessary public work and thus reducing unemployment.

The organizations represented were:

Ohio Bankers Association.
Ohio Chamber of Commerce.
Ohio Farm Bureau Federation.
Ohio State Federation of Labor.
Ohio Manufacturers Association.
Ohio Newspaper Association.
Ohio State Council of Retail Merchants.
Ohio State Grange.

The Ohio Building Association League could not have a representative at the conference, but is cooperating fully.

After discussion, a plan was approved whereby each of the nine organizations would appoint or designate some one in each county (wherever possible) to serve on a "temporary county committee on employment."

The temporary county committee on employment, appointed by the various interests called together in the conference with the governor, is asked to assume responsibility for two things:

1. Stimulating private industries and enterprises to go forward as rapidly as possible.
2. Promoting the speeding up of necessary public work through cooperation of representatives of industrial management, agriculture, labor, and commerce with the various public officials.

A representative of the Department of Industrial Relations of Ohio will meet with each committee at its first session. (Columbus, Ohio March 6, 1930.)

[Form to accompany letter from department of industrial relations]

FRANKLIN COUNTY TEMPORARY COMMITTEE ON EMPLOYMENT

Ohio Bankers Association: C. W. Tanner, vice president, First Citizens Trust Co., Columbus, Ohio.

Ohio Building Association League: J. D. Streeper, Railroad Building & Loan Co., Columbus, Ohio.

Ohio Chamber of Commerce: B. W. Marr, president Columbus Railway, Power & Light Co., Columbus, Ohio.

Ohio Farm Bureau Federation: Harry Linebaugh, Grove City, Ohio.

Ohio State Federation of Labor: Earl Preston, 16 East Chestnut Street, Columbus, Ohio.

Ohio Manufacturers Association: R. H. Sweetser, American Rolling Mill Co., Columbus, Ohio.

Ohio Newspaper Association: Walter Reck, the Journal, Columbus, Ohio.

Ohio State Council of Retail Merchants: S. M. Levy, Union Co., Columbus, Ohio.

Ohio State Grange: W. C. Carl, Camp Chase, Ohio.

The members of this committee are asked to meet at their county court house at 2 o'clock on March 10, 1930.

A representative of the Department of Industrial Relations of Ohio will be present at that meeting.

Contact of State and County Committees.

On March 10 and 11 the members of the temporary county committees met in their respective counties together with a representative of the department of industrial relations. The members elected their own chairman and secretary. The State took no part in the choice of officers. It did suggest that the members appointed were at liberty to add more members if they saw fit to do so, and this was done in some counties.

In 80 of the 88 counties committees were organized. Of the 8 counties in which committees were not organized, 4 had committees which were already at work and the other 4 reported that employment conditions were normal.

As all hospitals within the State are required to make periodic reports to the State director of health, that officer was enabled to make a report on the construction contemplated by hospitals. In order to bring his information up to date and to make his report accurate, Dr. Charles A. Neal, director of the Ohio State Department of Health, on March 26, 1930, wrote to the superintendent of each hospital, sending a form to be filled out and returned, which would give the information desired by the State officials. The letter and form are as follows:

Information Requested on Hospital Expansion and Improvement.

To the SUPERINTENDENT:

Governor Cooper, as chief executive of the State, is anxious to cooperate fully with other States in the general movement for pushing forward private enterprises and for speeding up necessary public work.

This department has been asked to secure information concerning contemplated hospital expansions and improvements. Your courtesy in supplying this information will be greatly appreciated.

Will you please fill out one of the accompanying forms and return it in the inclosed stamped envelope? The form is supplied in duplicate in order that you may retain one copy for your files if you so desire.

[Form sent to superintendents of hospitals]

STATE OF OHIO DEPARTMENT OF HEALTH, COLUMBUS, OHIO

Hospital additions and improvements contemplated during 1930

Project	Approximate cost	Has contract been let?	At what date can contract be let?

Name of hospital_____

City_____

Name of person furnishing information_____

Official title_____

County and City Engineers Again Urged to Cooperate.

To determine what additional work the counties and municipalities might be undertaking, other than was indicated on previous reports, as well as to check the progress that had been made, Fred C. Croxton again wrote to the county sanitary engineers, the county surveyors, and city engineers, on March 31, 1930, requesting that the information be returned on the forms that were inclosed. The letters and forms for each group were similar and are illustrated by the following samples:

Your courtesy in furnishing the information requested on the accompanying form will be greatly appreciated by the Department of Industrial Relations of Ohio.

A stamped envelope is inclosed for your use and the information form is supplied in duplicate in order that you may retain one copy for your files if you desire.

[Form sent to city and county engineers]

DEPARTMENT OF INDUSTRIAL RELATIONS OF OHIO

Public work—County and township projects

A. CONTRACTS LET BETWEEN FEBRUARY 17 AND MARCH 31

Kind of work	County project	Township project	Total cost	Approximate date work will begin

B. CONTRACTS TO BE LET DURING APRIL

Kind of work	County project	Township project	Approximate cost	Approximate date work will begin

Some surveyors have called together various county and township officials or taken other steps to push forward necessary work. If you have taken any such measures, please briefly describe your procedure and results.

County_____ Surveyor_____

State Agents Asked to Follow Up Activities.

On March 31, 1930, the same date as the above letters were written, Mr. Croxton also wrote to the associates in the department of industrial relations and the State industrial commission, requesting them to meet again with the county committees which they organized, and listing in a separate statement a number of suggestions as to further activities that might be undertaken by the committee. The letter and statement are as follows:

To Associates in the Department of Industrial Relations and the Industrial Commission of Ohio:

We are receiving very encouraging reports concerning the work being accomplished by many of the county temporary committees on employment. The interest manifested by members of the committees in rendering service to their fellowmen has been of just the same type as that which was displayed by you in our early March meeting.

The resourcefulness of committees and their readiness to undertake various projects has been just what you would expect from men of the kind appointed by the several State organizations.

The department of industrial relations believes that it will be helpful for representatives of the department to again make contacts with the county committees.

You are therefore asked to communicate with the committee or committees with which you met at the organization meeting and arrange to meet either with the committee as a whole or with the chairman and secretary.

If you meet with the full committee, will you please arrange to be present at their regular meeting, if possible, rather than to put the members to the trouble of attending a special meeting. It may be that in a few counties the committees are not holding regular meetings and in such case you may want to arrange for a meeting.

We will be glad to have you visit committees within the first eight days of April. Please furnish us a report covering the activities and something of the accomplishments (as far as they can be measured), of each of your committees. It will be helpful if we can have your report by April 10. If convenient, furnish a carbon copy of your report to the chief of your division.

We are inclosing a list of committee members, in the county or counties which you are asked to visit. In a few instances counties have been newly assigned, merely as a matter of convenience.

A sheet inclosed, lists in single sentences, a number of projects, plans or methods of county committees. After going over the work being done by your committees, you may be able to suggest a few specific things which will be helpful. You will, of course, be careful not to confuse the committee by suggesting too many things.

BRIEF MEMORANDUM RELATIVE TO PLANS, METHODS, AND PROJECTS OF COUNTY TEMPORARY COMMITTEES ON EMPLOYMENT

1. Subcommittees were appointed and assigned definite duties.
2. Each committee member assigned a definite duty.
3. Others were added to committee, such as county commissioners, mayors, representatives of civic club, etc.

4. Committees were organized in each community throughout the county.
5. Committee visiting various cities and towns in county.
6. Called into a meeting—representatives from every branch of their respective association throughout the county, county officials, mayors of towns and villages, township trustees, school boards and officials, representatives of industries and semipublic organizations.
7. County divided in nine sections, each of the nine men present being asked to appoint a subcommittee to cooperate with him in the work. Each subcommittee to consist of five persons.
8. Met with city council to assist in pushing forward public work.
9. Street work and cleaning to proceed immediately, using system of rotation.
10. Met with township trustees to get repair work on township roads under way.
11. Secured assurance that the public work in county will start in advance of previous years.
12. Secured writen reports from various county, city, and township officials as to all public work and its present status.
13. Considered means of replacing unsafe and unsanitary county buildings.
14. Securing early painting at courthouse.
15. A survey of the factories, made to learn their condition and whether more men could be put on.
16. Each representative to make survey of conditions in his division and report at meeting one week later.
17. Survey made of unemployed in city and unemployed registered and every effort made to find work for them.
18. Survey of—
    Chimneys.
    Porch floors, steps, etc.
    Paint.
    Relaying gas main.
    Old sidewalks.
19. Inaugurated and definitely established a date for a county clean-up week.
20. Mass meeting under auspices of one or more service clubs to develop interest in general clean-up and community beautification program.
21. County clean-up week inaugurated—inviting mayors of all cities and villages to cooperate, in the hope of working out subcommittees in each of these localities.
22. Urged beautification of main street through cooperation of adjacent property owners—subcommittees appointed.
23. Investigation of beautification projects on State highways.
24. Letters sent out from mayors, department of health, chamber of commerce, and other organizations relative to various phases of early repair work and stimulating employment.
25. Local newspaper ran article asking people to start repair work, cleaning up, and painting as soon as possible.
26. Letters from organizations to own members. In some cases inclosing copies of local editorials.
27. Newspapers giving unlimited space—various editions throughout county writing stories for their papers.
28. Grange representative getting into touch with farmers throughout county to start repairs of various kinds as soon as possible. "This work will be done by the farmer, but it is the material he will use that will help the situation."
29. Some farming counties "have no unemployment problem, but could see where increased employment would be to their advantage," and the committees are therefore working.
30. Cooperating in pushing forward necessary work contemplated for one year later.
31. Taking steps at once to put through a sewage project which has been hanging fire for some time.
32. Each member of committee assigned to "spread the gospel of effort along their respective lines."
33. Special arrangements made to provide construction loans.
34. Passed resolution asking that, as far as possible, material be used in construction under control of the State, produced in Ohio and by nonconvict labor.
35. Straightening out entanglements which delay work.
36. Conferred with railroad and mine officials in an effort to adjust present controversy so that work can go ahead.

37. Central bureau established where unemployed may register, as well as employers may file requests for workers.
38. Temporary employment bureau established in chamber of commerce or office of county farm agent.

Many committees report that a most far-reaching effect and result of meetings has been "moral effect" and restoration of confidence, and that plans for going ahead and for expansion on the part of industries and the necessary public work arranged for can not help but be very beneficial. (Columbus, Ohio, March 31, 1930.)

Reports were submitted by the associates in the department of industrial relations and the State industrial commission during April, giving in some detail the current conditions, and methods of procedure that had been adopted, and examples of the results that had been accomplished.

Industrial Relations Reports Activities to Governor.

A report prepared by the Department of Industrial Relations of Ohio for Governor Cooper, under date of October 4, 1930, states that the county committees generally followed the course indicated below:

1. At the first meeting the committee heard from the representative of the department of industrial relations a presentation of the work they were asked to undertake and entered into a general discussion of local conditions; organized by selecting a chairman and a secretary; set a date for the next meeting; assigned certain duties to each member or to subcommittees. These duties usually were to secure information from the various county, municipal, township and school officials concerning contemplated public work; to secure information from each of the local business groups concerning business conditions; to organize local committees throughout the country.
2. Either at the first or at subsequent meetings almost all of the committees decided to urge that preference in employment be given to local men and where necessary to those with dependents and that the plan of reducing time rather than complete lay-offs be followed.
3. A number of the committees established local employment exchanges. These were located in the office of the county farm agent or some other official, or in the chamber of commerce. In a few localities the committee undertook to secure registration of unemployed persons.
4. In most localities a clean-up or an improvement campaign was conducted either under the auspices of the county committee or of some other organization. In several localities definite programs were carried out for remodeling and reconditioning houses and in some instances special arrangements were made for loans for such purposes.
5. In a number of counties the committees were able to eliminate technicalities which were holding up necessary public work. Many inquiries involving the various State departments (highways, public utilities, and aviation), were received by the department of industrial relations from the committees and given prompt attention.
6. The committees received fine cooperation from the newspapers and from the several service and similar organizations. In several localities church and school organizations were also used.
7. In practically all counties business and industrial organizations were encouraged, through their own representatives on the committees, to go forward with plant improvements.

Although these county committees were designated as "temporary," many of them agreed to continue as permanent local committees.

Organization Centralized.

The original plan, approved by the governor in February, 1930, provided for four small committees. It later seemed desirable to appoint a single committee with a larger number of members and to handle the various lines of work through subcommittees. In order to continue the work that had been carried on during the winter of 1929–30, Governor Cooper, on September 25, 1930, named the State committee on stabilization of industry and employment. With the letter of appointment each member was sent a copy of the following memorandum, which shows the names and business connections of the members and outlines the fields of work to be undertaken.

Gov. Myers Y. Cooper, in carrying out general plans announced some time ago, to-day named the members of a State committee on stabilization of industry and employment.

Those named on this committee were:

F. A. Miller, president the H. C. Godman Co., Columbus.
Thomas J. Donnelly, secretary-treasurer Ohio State Federation of Labor, Columbus.
Robert J. Elder, industrialist, Columbus.
James Wilson president Pattern Makers' League of North America, Cincinnati.
Oscar Grothe, vice president and general manager White Sewing Machine Co., Cleveland.
F. A. Smythe, president Thew Shovel Co., Lorain.
William M. Leiserson, Antioch College, Yellow Springs.
L. J. Zoeller, assistant director of industrial relations, Procter & Gamble Co., Cincinnati.
R. B. Ackerman, chairman Ohio State legislative department, Brotherhood Locomotive Firemen and Enginemen, Galion.
Charles H. Murray, director of personnel American Rolling Mills Co., Middletown.

William T. Blake, director, and Fred C. Croxton, special assistant, Department of Industrial Relations of Ohio, were named members of the committee, ex officio.

Governor Cooper is asking this State committee to serve as an advisory committee to the department of industrial relations and to give its attention to four more or less distinct measures looking toward stabilization of employment and reduction of involuntary idleness:

1. To give consideration to any practical plans for the distribution of necessary public work, according to general industrial conditions.
2. To assist in further developing the public employment service so that it may be in position to render every possible aid to management and labor in eliminating the waste arising from lost time.
3. To determine methods of securing and making available current information concerning the extent and cause of unemployment and thereby encourage deliberate consideration of the problems of involuntary idleness.
4. To encourage industry—management and labor—to devise and adopt plans for stabilizing industry and employment within a plant or within an industry. In promoting stabilization plans, the committee is asked to advise with reference to the best methods of conducting continuous studies of plans in effect in Ohio, or elsewhere, and as to methods of making information concerning such plans and their results available for management, labor, and the public in general.

The State committee is asked to cooperate in every possible way with local committees now in existence, or which may be created, in promoting plans for improving employment conditions in the immediate future and for reducing involuntary idleness at all times. In periods of so-called normal times, many wage earners and families suffer because of irregular employment, and business, too, loses because of lack of stable income of wage earners. The

number of wage earners who suffer is merely smaller and the loss to business is less in normal times than in periods of industrial depression.

A temporary State committee on employment, consisting of the president and secretary of each of nine state-wide organizations of industry, agriculture, labor, commerce, and finance, was appointed by the governor on February 28, for the purpose of creating county committees. Early in March each of these nine organizations appointed in practically all counties of the State a member of a temporary county committee on employment. These organizations in most of the counties rendered unusually good service in improving employment, both on public work and in private undertakings. Many of these county committees have indicated their readiness to continue and the State committee will find such committees most helpful.

Governor Cooper will invite the State committee to meet with him in Columbus early in October.[1]

[1] The permanent committee met and began its work on stabilization on October 29, 1930, with the governor and representatives of the Department of Industrial Relations. S. P. Bush was elected chairman; F. J. Donnelly, vice chairman; and Fred C. Croxton, secretary.

Section VI

SUMMARY OF ACTIVITIES

Although information is lacking to show statistically the results of the efforts of the State and county committees, there can be pointed out instances, of several different types, where their work was effective, which will demonstrate the methods which were followed, and the success that was obtained throughout the State.

The work of the temporary State committee on employment was finished when the members had selected and notified the members of the temporary county committees on employment; however, they were ready at any time to undertake any necessary work.

In the assignment to the county committees there were two main divisions: First, the stimulation of private industry; and second, the speeding up of public works. The committees concentrated first on private industry, as the limitation in the amount that could readily and prudently be spent on public works restricted opportunities in that direction.

The activities of the committees were along six main lines, which may be indicated as (1) organization, (2) employment, (3) education, (4) investigation, (5) cooperation, and (6) information. These classifications are somewhat arbitrary, and certain endeavors might fall into more than one of the classifications. However, there are many examples of the work done in each one of the six.

State officials have indicated that the county committees are considered to be more effective in medium-sized industrial centers than in larger or smaller communities.

The following illustrations are given to indicate in general the methods that have been effective. Not all counties had the same conditions to meet and, accordingly, their methods of attack differed, though they all outlined a comprehensive plan that would include all functions. How closely they followed their own plan can not be readily determined for each county, though the records show that most of them did not neglect any important point that would help to solve the whole problem.

Organization.

In general each member of the committee was made responsible for certain functions or regions. Frequently other members were added to the committee, and in some instances, each of the members was asked to select a separate committee to assist in carrying on the work assigned to him. It was found advantageous, in some counties, to select a committee in each community to take charge of the work.

Employment.

While some counties found that employment was "normal" others were confronted with unemployment conditions of varying serious-

ness. Several effective methods were used to determine those who were in need of employment, as well as to find work for them to do. Existing employment offices cooperated with the committee. In localities where there were no employment offices the committee, in many cases, organized one. In some instances a canvass was made of the community to determine how many were in need of work and how much work there was to be done. This activity was carried on by various civic organizations in cooperation with the committee.

The newspapers cooperated fully in running advertisements urging people to have all possible work done and informing those who were unemployed as to where they might apply for work. Editorials pointed out needed public improvements and explained the necessity for more work. "Want ads" for laborers were inserted free of charge by some papers.

The various civic organizations in all communities cooperated fully and were of considerable help to the committee in influencing public opinion, so that many small repair jobs were undertaken, providing a substantial amount of work.

Many industries were forced to operate at a reduced rate. In other years this cut in profits would have meant that part of the force employed would have been laid off. At this time, however, through the efforts of the committees, many employers adopted the policy of "staggering" employment, allowing each man to work 10 or 15 days during a month. Thus the whole force was given part-time employment, and many men were provided with an income, though it was reduced.

Education.

Through the newspapers and the surveys made, many people became acquainted with the purposes of the committee's work. To provide for a more thorough understanding, however, corps of speakers were organized to address gatherings of many kinds. Clean-up campaigns were inaugurated, and they gathered support through the efforts of all groups.

Meetings that were called by the committees were attended by many officials and representatives of industry and labor.

Investigation.

Although committees frequently carried on surveys of the amount of work to be had, as well as other phases on a comparatively large scale, there were many occasions on which it was necessary to obtain information on isolated cases, or matters of narrower scope. Members of the committee, with the help of others at times, found that a survey of the industries within the community was of advantage, not only in determining what work could be obtained but also in learning of the practices of the industrial firms.

Conferences with officials frequently developed instances where work was being delayed by some obstacle that could be removed, and the projects could then be put under construction.

Cooperation.

There are many instances on record of the benefits realized from the efforts of the committee in adjusting disputes, securing needed facilities, and, in general, speeding up work or making it possible to do so.

By bringing matters to the attention of State officials decisions were secured which assured an earlier start on the construction of highways, bridges, grade crossing elimination projects, and rural power lines. In one instance the committee was successful in its efforts to terminate a strike. Industries agreed to use local labor after conferences with the committee. Parties were brought together that disputes might be settled and coal mines and quarries reopened.

One committee made it possible for small construction loans to be easily secured and another prevented foundries from closing down, as they would have done without such assistance, owing to the temporary closing of a bank.

Information.

In connection with all phases of their work the county committees gathered information along several lines. From the municipal and county officials they were able to secure data indicating the amount of work that could be done. The number of unemployed could be accurately determined. First-hand information could be assembled indicating the condition of industry.

A large proportion of the information thus collected was submitted to the State department of industrial relations in order that reports might be made up for the whole State, which would supplement the data supplied by the county and municipal officials, as well as the State employees.

Such information was found useful by the newspapers in their part of the campaign in keeping the public informed as to the measures that were being used and the progress made.

The department of industrial relations sent to the division of public construction of the United States Department of Commerce summaries of the information received from the counties. In the department the reports were analyzed and compared with similar data received from other States.

Practical Results.

While the committees were given certain responsibilities, State and county officials likewise took upon themselves certain responsibilities. Efforts were made toward the end that all improvements planned would be put under way without delay. Throughout the State road construction and repairs were started earlier than would have otherwise been the case. Many buildings were started months earlier than had been planned.

As a result of the Executive order that highway contracts be let throughout the winter months, the highway department let contracts during the first six months of 1930 amounting to nearly $15,000,000 more than the expenditure for such work in the corresponding period of 1929 and $9,000,000 more than in 1928. Similar action was taken in connection with other work carried on by the State, with similar results.

The progress made in pushing forward necessary public work under the direct responsibility of the State departments can perhaps be indicated by reporting for two of the departments which are responsible for practically all of such work. The figures are for

contracts actually let during the first six months of 1928, 1929, and 1930.

The amounts of contracts actually let were as follows: Highway department—1928, $12,857,065; 1929, $6,173,004; and 1930, $21,118,139. Department of public works—1928, $689,344; 1929, $422,636; and 1930, $1,658,997.

The county, township, and municipal authorities cooperated fully in accordance with the President's and governor's programs. Public improvements of all types were started earlier than had been contemplated. In working with the county committees, as has been shown heretofore, the local officials accomplished a great deal in providing work for the unemployed in their counties.

APPENDIX

Each of the following organizations appointed 88 of its members to serve on the temporary county committees on employment which were to be set up in each county:

1. Ohio Bankers Association.
2. Ohio Building Association League.
3. Ohio Chamber of Commerce.
4. Ohio Farm Bureau Federation.
5. Ohio State Federation of Labor.
6. Ohio Manufacturers Association.
7. Ohio Newspapers Association.
8. Ohio State Council of Retail Merchants.
9. Ohio State Grange.

In the accompanying list of county committees the name of each member is preceded by the number designating the organization which he represents.

TEMPORARY COUNTY COMMITTEES ON EMPLOYMENT—OHIO

1. ADAMS COUNTY.

1. John E. Wittenmeyer, cashier National Bank, West Union.
2. W. B. Thompson, Adams County Building & Loan Co., West Union.
4. Charles Rea, Winchester.
7. Otis White, care of the Signal, Manchester.
9. W. E. Holt, West Union.

2. ALLEN COUNTY.

1. Earl C. Rohn, trust officer, Old National City Bank, Lima (chairman).
2. C. L. Mumaugh, Mutual Savings & Loan Co., Lima.
3. E. R. Curtin, West Ohio Gas Co., Lima.
4. I. H. Mason, route 2, Lima.
5. DeWayne B. Budd, 540 Marion Avenue, Lima (secretary).
6. J. W. Beall, Ohio Steel Foundry Co., Lima.
7. John W. Galvin, care of the Star, Lima.
8. Paul Crawford, Lima.
9. J. W. Weaver, Spencerville.

3. ASHLAND COUNTY.

1. J. A. Lutz, cashier Ashland Loan & Savings Co., Ashland.
2. J. E. Arnold, Ashland Building & Loan Co., Ashland (chairman).
3. A. C. Bogniard, cashier First National Bank, Ashland.
4. Deward Curry, route 1, Nova.
5. D. R. Troup, 719 Wick Avenue, Ashland.
6. G. C. Myers, vice president F. E. Myers & Bro., Ashland.
7. Edgar Koehl, care of Times-Gazette, Ashland (secretary).
8. W. W. Palmer, Ashland.
9. P. D. Mann, New London.

4. ASHTABULA COUNTY.

1. B. B. Seymour, president National Bank of Ashtabula, Ashtabula.
2. George B. Paine, Peoples Building & Loan Co., Ashtabula.
3. H. Hill, president Ashtabula Hide & Leather Co., Ashtabula (chairman).
4. French Armstrong, Rock Creek.
5. A. R. Myers, Plumbers' Union, 190 Prospect Street, Ashtabula.
7. E. C. Lamson, care of the Gazette, Jefferson.
8. Donald Reed, 71 Main Street, Ashtabula.
9. Byron Sprague, Geneva.

(A. W. Fagerstrom, secretary Ashtabula Chamber of Commerce, secretary).

5. ATHENS COUNTY.

1. F. D. Forsyth, cashier Bank of Athens, National Bank of Athens, Athens.
2. F. E. Goldsberry, Athens County Building & Loan Co., Athens.
3. Elmer B. Bryan, president Ohio University, Athens.
4. W. F. Kampf, Coolville.
5. C. E. Ford, 120 North Lancaster Street, Athens.
6. Henry Zenner, McBee Binder Co., Athens.
7. Gordon Bush, the Messenger, Athens.
8. T. W. Craig, Athens (chairman).
9. L. H. Efaw, route No. 9, Athens.

(Mr. C. M. Gill, secretary Chamber of Commerce, secretary.)

6. AUGLAIZE COUNTY.

1. H. H. Brinkmeyer, president Home Banking Co., St. Marys.
2. Asa A. Crawford, Wapakoneta Building & Savings Co., Wapakoneta.
3. G. C. Goodrich, auditor, Crane & McMahon (Inc.), St. Marys.
4. O. E. Ritchie, Wapakoneta.
6. Glen J. Steve, secretary St. Marys Woolen Manufacturing Co., St. Marys.
7. C. K. Rockwell, care of The News, Wapakoneta.
8. Frank Zafkie, Wapakoneta.
9. Harmon Wright, Spencerville, Route No. 4.

7. BELMONT COUNTY.

1. Otto Giffin, vice president and cashier Second National Bank, St. Clairsville.
2. L. L. Cunningham, Buckeye Building & Loan Association, Bellaire.
3. Harry A. Neff, Belmont Casket Co., Bellaire (vice president).
4. E. R. Brokaw, Flushing.
5. Hal B. Stroup, 24 South Tenth Street, Martins Ferry.
6. C. M. Rodefer, Rodefer Glass Co., Bellaire (president).
7. Ray Palmer, care of the Enterprise, Barnesville.[1]
8. S. H. Blum, Bellaire.[2]
9. W. T. Hall, Barnesville.

8. BROWN COUNTY.

1. W. Cahall, cashier Peoples National Bank, Georgetown (president).
2. G. W. McKibben, Safety Building & Loan Co., Georgetown.
4. William Bach, Georgetown.
7. Kenneth McVey, care of the Bee, Ripley.
8. L. O. Campbell, Georgetown (secretary).
9. L. B. Oberschlake, Hamersville.

9. BUTLER COUNTY.

1. C. L. Gebhart, vice president and cashier, Second National Bank, Hamilton.
2. Charles J. Parrish, Home Loan & Building Association, Hamilton.
3. W. D. Randall, vice president and general manager Champion Coated Paper Co., Hamilton.[3]
4. Truman Davis, Route No. 2, Hamilton.[4]
5. Stanley Ogg, secretary Trust & Loan Council, 723 South Seventh Street, Hamilton, (chairman).
6. Don McDaniel, vice president Hamilton Foundry & Machine Co., Hamilton.
7. Homer Gard, the Journal, Hamilton.[5]
8. Robert Fisher, Heyman-Fisher Co., Hamilton.
9. V. K. Rahfuse, West Chester.[6]

[1] Absent substitute, W. K. Williams.
[2] Absent substitute, A. J. Crunell, Bellaire (secretary).
[3] Substitute, Doctor Frechling.
[4] Substitute, W. H. Aufranch.
[5] Substitute, C. A. Leiter (secretary).
[6] Substitute, W. H. Aufranch.

10. CARROLL COUNTY.

1. T. J. Saltsman, president and treasurer Cummings Trust Co., Carrollton.
2. T. M. McFadden, Carrollton Savings & Loan Co., Carrollton.
4. Earl Blazer, Route No. 5, Carrollton.
7. L. O. Boerner, care of the News, Minerva.
8. C. A. Tope, Carrollton.
9. E. M. Capper, Carrollton.

11. CHAMPAIGN COUNTY.

1. Core S. Ireland, cashier Champaign National Bank, Urbana.
2. Core S. Ireland, Peoples Savings & Loan Co., Urbana (chairman).
3. Jos. K. Cheetham, president Urbana Tool & Die Co., Urbana.
4. W. D. Robinson, Route No. 1, Urbana.
6. George McConnell, president Desmond-Stephen Manufacturing Co., Urbana.
7. Herman Harner, the Citizen, Urbana.
8. Dallas McCreary, Urbana.
9. Burleigh Mast, Urbana.

(H. K. Humes, Retail Merchants' Association, secretary.)

12. CLARK COUNTY.

1. Harry E. Freeman, president Lagond-Citizens National Bank, Springfield.
2. Charles E. Petticrew, Springfield Building & Loan Association, Springfield.
3. A. L. Kelly, president-treasurer the O. S. Kelly Co., Springfield (chairman).
4. J. Howard Smith, New Carlisle (secretary).
5. T. J. Creager, secretary Trust & Loan Assembly, 138 West High Street, Springfield.
6. Frank E. Wood, secretary Manufacturers' Association of Springfield, 19 West High Street, Springfield.
7. A. W. Dyer, care of the Sentinel, South Charleston.
8. B. W. Faris, 5 West Main Street, Springfield.
9. Niles Young, Route No. 3, Springfield.

13. CLERMONT COUNTY.

1. P. F. Jamieson, president First National Bank, Batavia (chairman).
2. W. E. Knapp, Milford Building Loan & Savings Co., Milford.
3. Frank H. Clasgens Co., New Richmond.
4. Thos. Brooks, Route No. 2, Cozaddale.
7. David Roberts, care of the Sun, Batavia (secretary).
9. J. A. Ashton, Batavia, Route No. 1.

14. CLINTON COUNTY.

1. A. I. McVey, vice president First National Bank, Wilmington.
2. J. S. Kimbraugh, care of Homestead Co., Wilmington.
3. M. R. Denver, president the Irwin Augur Bit Co., Wilmington (chairman).
4. Job Clark, New Vienna.
6. P. S. Horton, Wilmington Castings Co., Wilmington.
7. Wayne Galvin, the News, Wilmington.
8. H. H. Thorne, Wilmington.
9. H. Dana Williams, Route No. 1, New Vienna.

15. COLUMBIANA COUNTY.

1. R. W. Firestone, Firestone Bank, Lisbon.
2. W. L. Smith, Patters Savings & Loan Co., East Liverpool.[7]
3. G. R. Deming, secretary-treasurer the Deming Co., Salem (president).
4. Jesse Pattorf, Route No. 3, Salem.
5. F. Walcott, secretary Trust & Loan Council, 1077 Mapletree Street, station A, East Liverpool.
6. W. E. Wells, secretary Homer-Laughlin China Co., East Liverpool.[8]
7. W. A. Frew, care of the Journal, Lisbon (secretary).
8. George Bunn, Salem.
9. Homer Williams, Lisbon.

[7] Substitute, Patrick McNicol.
[8] Not present; Campbell George, East Palestine, named.

16. COSHOCTON COUNTY.

1. C. H. Magruder, vice president Commercial National Bank, Coshocton.
2. E. A. Crawford, Home Building, Loan & Savings Co., Coshocton (secretary).
3. D. I. Miller, general manager Jas. B. Clow & Sons Co., Coshocton.
4. E. C. Darling, Nellie.
5. F. F. McCormick, Trust & Loan Council, Route No. 4, box 16, Coshocton.
6. L. W. Leonard, president Novelty Advertising Co., Coshocton (chairman).
7. Fred Wallace, the Tribune, Coshocton.
8. C. R. Ranson, jr., Coshocton.
9. H. D. Miller, Coshocton.

17. CRAWFORD COUNTY.

1. H. E. Cook, president Second National Bank, Bucyrus.
2. J. W. Miller, Loan & Building Association Co., Bucyrus.
3. George M. Schmidt, treasurer-general manager W. A. Riddell Co., Bucyrus.
4. L. T. Wagner, Route No. 3, Bucyrus.
5. Anton Spaeth, secretary Trust & Loan Council, East Street, Bucyrus.
6. C. F. Michael, president Ohio Locomotive Crane Co., Bucyrus (chairman).
7. C. H. Hoiles, care of the Telegraph Forum, Bucyrus (secretary).
8. C. L. Royer, Bucyrus.[9]
9. Perry Worden, Route No. 2, Crestline.

18. DARKE COUNTY.

1. Joseph Menke, cashier Farmers National Bank, Greenville (president).
2. D. H. Wheeler, Greenville Building Co., Greenville.
3. C. E. Patty, general manager American Aggregated Co., Greenville.[10]
4. U. S. Ray, New Madison.[11]
6. Chas. F. York, Greenville.
7. R. B. Harris, the Times, Arcanum.
8. F. E. Wilson, Greenville.
9. J. W. Martin, Versailles (secretary).
   (J. L. Cassell, Greenville Chamber of Commerce, executive secretary.)

19. DEFIANCE COUNTY.

1. Fred S. Stever, president Merchants National Bank, Defiance.
2. W. G. Lehman, Home Savings & Loan Association, Defiance.
3. Harry B. Brattain, secretary Defiance Chamber of Commerce, Defiance (secretary).
4. Neil Strubel, Route No. 6, Bryan.[12]
5. E. A. Wheaton, Sherwood.
6. E. J. Allen, American Steel Package Co., Defiance.
7. Lee O. Tustisan, care of Crescent Journal, Defiance (chairman).
8. M. C. Sherman, Defiance.
9. J. W. McCaukey, Hicksville.

20. DELAWARE COUNTY.

1. W. B. Galleher, cashier Delaware National Bank, Delaware.
2. E. T. Young, Peoples Building & Loan Co., Delaware.
3. Maj. L. C. Riddle, secretary Delaware Chamber of Commerce, Delaware (secretary).
4. F. M. Hatten, Route No. 2, Delaware.
7. W. D. Thomson, care of the Gazette, Delaware (chairman).
8. J. L. Sperling, Delaware.
9. Roy D. Scott, Route No. 4, Delaware.

[9] Substitute, E. S. Foreman.
[10] Substitute, Edward Hole, legal advisor American Aggregated Co.
[11] Substitute, F. H. Steffin, Route No. 5, Greenville.
[12] Substitute, Fred Gores, Route No. 1, Defiance.

21. ERIE COUNTY.

1. P. H. Spross, president Commercial Bank & Trust Co., Sandusky.
2. Hayes M. Adams, Savings Building & Loan Co., Sandusky.
3. A. M. Spore, secretary-treasurer American Crayon Co., Sandusky.
4. C. E. Doust, Route No. 2, Huron.
5. Arthur C. Held, secretary Central Labor Union, Sandusky (chairman).
6. H. H. Squire, Hinde & Dauch Paper Co., Sandusky.
7. Clarence Heller, care of the Reporter, Huron.
8. Leo Kugel, Sandusky.
9. Nelson Groves, Milan.
   (A. R. Williams, secretary.)

22. FAIRFIELD COUNTY.

1. H. K. Beck, cashier Hocking Valley National Bank, Lancaster.
2. H. C. Jordan, Security Savings Co., Lancaster.
3. J. L. Graham, cashier Lancaster National Bank, Lancaster (chairman).
4. G. M. Biddle, Bremen.
5. William L. Kern, 521 East Main Street, Lancaster.
6. T. C. Alfred, vice president and general manager Hocking Valley Manufacturing Co., Lancaster.[13]
7. F. S. Cunningham, the Derrick, Bremen.
8. T. W. Wiseman, Lancaster.
9. Orla Snider, Basil.

23. FAYETTE COUNTY.

1. C. P. Ballard, vice president Ohio State Bank, Washington Court House.
2. Glenn M. Pine, First Building & Loan Co., Washington Court House (chairman).
3. George A. Robinson, George A. Robinson & Co., Washington Court House.
4. A. F. Ervin, Route No. 4, Washington Court House.
6. M. T. Hagerty, president P. Hagerty Shoe Co., Washington Court House.
7. L. R. Fultz, the Citizen, Jeffersonville.[14]
8. Clarence Craig, Washington Court House.
9. Charles C. McCoy, Washington Court House.

24. FRANKLIN COUNTY.

1. C. W. Tanner, vice president First Citizens Trust Co., Columbus.
2. J. D. Streeper, Railroad Building & Loan Co., Columbus (chairman).
3. B. W. Marr, president Columbus Railway, Power & Light Co., Columbus.
4. Harry Linebaugh, Grove City.
5. Earl Preston, 16 East Chestnut Street, Columbus (secretary).
6. R. W. Sweetser, American Rolling Mill Co., Columbus.
7. Walter Reck, the Journal, Columbus.
8. S. M. Levy, Union Co., Columbus.
9. W. C. Carl, Camp Chase.

25. FULTON COUNTY.

1. W. H. Eager, president People's State Bank, Wauseon.[15]
2. R. B. Darby, Fulton Building, Loan & Savings Co., Wauseon (chairman).
4. Harold Brehm, Fayette.
7. W. J. Pinkstone, the Enterprise, Swanton.
8. F. R. Guilford, Wauseon.
9. W. O. Spring, Wauseon.

26. GALLIA COUNTY.

1. A. P. Kerr, cashier Commercial & Savings Bank, Gallipolis (president).
2. J. T. Robinson, Gallipolis Savings & Loan Co., Gallipolis.
4. Anderson Robinson, Gallipolis.
7. H. E. Wetherholt, the Tribune, Gallipolis.
8. V. A. Tanner, Gallipolis (secretary).
9. O. C. Johnson, Cheshire, Route No. 1.

[13] Substitute, F. M. Paul, secretary of chamber of commerce, secretary.
[14] Substitute, B. E. Kelly, Herald Publishing Co., Washington Court House.
[15] Substitute, J. C. Rupp, cashier People's State Bank, Wauseon.

27. GEAUGA COUNTY.

1. G. B. Fox, president First National Bank, Burton (chairman).
3. A. B. Carlson, president Chardon Chamber of Commerce, Chardon.
4. Everett C. Hale, Burton.
7. A. C. Towne, the Republican-Record, Chardon (secretary).
8. A. B. Carlson, Chardon.
9. C. H. LaMoreaux, Chardon.

28. GREENE COUNTY.

1. M. L. Wolf, cashier Citizens National Bank, Xenia.
2. T. J. Kennedy, Peoples Building & Savings Co., Xenia.
3. Steele Poague, Xenia.
7. James McMillen, the Herald, Osborn (chairman).
8. G. Walker Gibney, Xenia.
9. S. H. Shawhan, Route No. 3, Xenia.

Appointed:

Doctor Chambliss, president city commission, Xenia.
Mr. Graham, chief of police, Xenia.

29. GUERNSEY COUNTY.

1. M. L. Hartley, president Central National Bank, Cambridge.[16]
2. T. R. Deselin, Guernsey Building & Loan Co., Cambridge.
3. W. L. Orme, vice president Cambridge Glass Co., Cambridge (chairman).
4. C. S. Campbell, Cambridge.
5. Walter T. Jones, secretary Trust and Loan Council, Route No. 7, Cambridge (secretary).
6. H. W. Dennis, manager Oxford Pottery Co., Cambridge.
7. H. W. Amos, the Jeffersonian, Cambridge.
8. Arthur M. Bleich, Cambridge.
9. Chauncey Oldham, Route No. 3, Cambridge.

30. HANCOCK COUNTY.

1. Ralph W. Moore, president Buckeye Commercial Savings Bank, Findlay (chairman).
2. E. B. Brokaw, Hancock Savings & Loan Co., Findlay.
3. C. D. Hayward, secretary-treasurer Buckeye Traction Ditcher Co., Findlay.
4. E. S. Kraus, Route 3, Findlay.
5. P. C. Nye, secretary Central Labor Union, 617 Franklin Avenue, Findlay.
6. C. D. Spencer, secretary National Lime & Stone Co., Findlay (secretary).
7. Roscoe Carl, the Times, Fostoria.
8. C. W. Patterson, Findlay.
9. T. F. Ralston, Route No. 5, Findlay.

31. HARDIN COUNTY.

1. C. B. Moore, First National Bank, Ada.
2. Paul Watts, Home Savings & Loan Co., Kenton.
3. J. C. Nourse, president D. B. Nourse Sons & Co., Kenton (chairman).
4. F. H. Steiner, Kenton.
6. W. R. Bixler, vice president Kenton Hardware Co., Kenton.
7. Earl Rutledge, the News-Republican, Kenton.
8. F. S. Fink, Kenton.
9. Jesse Strahm, Kenton (secretary).[17]

32. HARRISON COUNTY.

1. C. A. Brown, vice president Fourth National Bank, Cadiz (president).
2. A. F. McFadden, Cadiz Building & Loan Co., Cadiz.
4. J. G. Lyle, Route No. 1, Cadiz.
6. W. F. Gammeter, W. F. Gammeter Co., Cadiz.
7. H. B. McConnell, the Republican, Cadiz.
8. J. M. Starrett, Cadiz (secretary).
9. E. O. McClain, Conotton.

[16] Substitute, W. N. Patterson, National Bank of Cambridge, Cambridge.
[17] P. C. Lingrel, county auditor, also appointed.

33. HENRY COUNTY.

1. G. E. Rafferty, president Napoleon State Bank, Napoleon.
2. T. H. Heitman, Napoleon.
3. Claude C. Harmon, Napoleon.
4. William Lemmert, Napoleon (chairman).
6. Glenn M. Small, Napoleon.
7. N. J. Belknap, the Signal, Napoleon (secretary).
8. Ed. S. Charles, Napoleon.
9. H. E. Hadley, Napoleon.

34. HIGHLAND COUNTY.

1. O. N. Sams, president Merchants National Bank, Hillsboro.
2. Dan L. Satterfield, Superior Loan & Building Association, Hillsboro.
3. Chas. F. Mains, American Pad & Textile Co., Greenfield.
4. Frank G. Lyle, Route No. 1, Hillsboro (president).
6. J. A. Head, president Globe Chair Co., Hillsboro.
7. E. K. Jenkins, the Republican, Greenfield (secretary).
8. W. B. Caldwell, Hillsboro.
9. C. E. McCreight, Hillsboro.

35. HOCKING COUNTY.

1. C. G. Bowen president Rempel First National Bank, Logan (chairman).
2. C. F. Akers, Home & Savings Association, Logan.
3. C. G. Bowen, president First National Bank, Logan.
4. W. W. Mark, Route No. 1, Logan.
5. W. L. White, 1130 West Hunter Street, Logan.
6. M. J. Cole, president Logan Clay Products Co., Logan.
7. Fred Huls, the Republican, Logan (secretary).
8. Frank Blausius, jr., Logan.
9. Walter North, Route No. 1, Logan.

36. HOLMES COUNTY.

1. W. A. Miller, president Farmers & Merchants Bank, Millersburg.
2. W. A. Miller, Deposit Building, Savings & Loan Co., Millersburg (chairman).
3. A. L. Sorenson, representing chamber of commerce (invited by Mr. Crossley).
4. Harry Logsdon, Millersburg.
6. E. C. Blum, representing manufacturing interests (invited by Mr. Crossley).
7. R. M. White, the Farmer-Hub, Millersburg.
8. H. B. Maxwell, Millersburg.
9. A. D. McKelvey, Killbuck.

37. HURON COUNTY.

1. B. B. Wood, president Huron County Banking Co., Norwalk.[18]
2. John A. Strutton, Home Savings & Loan Co., Norwalk.
3. M. F. Gross, secretary Gross Lumber Co., Bellevue.
4. F. W. Liles, Collins.
5. Fred J. Ballwig, secretary Central Labor Union, 64 North Prospect Street, Norwalk.
6. John H. Cox, president Norwalk Vault Co., Norwalk (chairman).
7. Earl Frye, the Times, Willard.[19]
8. C. E. Montgomery, Norwalk.
9. E. M. Miller, Route No. 2, Willard.

38. JACKSON COUNTY.

1. John Newvahner, president First National Bank, Jackson.
2. I. I. Parry, Jackson Building, Loan & Savings Co., Jackson.
3. John P. McDonald, secretary Jackson Chamber of Commerce, Jackson.
4. Morris Vaughn, Route No. 7, Jackson.
5. S. H. Halterman, Jackson.
6. J. E. Jones, general manager Globe Iron Co., Jackson (president).
7. David J. Schively, the Sun-Journal, Jackson (secretary).
8. P. M. Carpenter, Jackson.
9. Mrs. Allen Weese, Route No. 3, Jackson.

[18] Substitute, L. A. Heston, vice president Huron County Banking Co., Norwalk (secretary).
[19] Substitute, D. A. White.

39. JEFFERSON COUNTY.

1. W. H. McClinton, president National Exchange Building & Trust Co., Steubenville.
2. Sherman M. Floyd, Ohio Valley Savings & Loan Co., Steubenville (president).
3. Guy W. Jacobs, manager Steubenville Ice Co., Steubenville.
4. G. E. Thomas, Route No. 3, Adena.
5. Charles D. Hanna, secretary T. and L. Assembly, Box No. 263, Steubenville.[20]
6. G. W. Jacobs, general manager Steubenville Ice Co., Steubenville.
7. Forrest Richmond, the Tribune, Toronto.
8. J. F. Kline, care of Cooper Kline, Steubenville.
9. C. F. Purviance, Steubenville.

40. KNOX COUNTY.

1. B. D. Herrin, president Knox County Savings Bank, Mount Vernon (chairman).
2. W. A. Hosack, Citizens Building & Loan Association, Mount Vernon (secretary).
3. C. G. Conley, president Mount Vernon Bridge Co., Mount Vernon.
4. J. M. Bone, Route No. 3, Centerburg.
6. Z. E. Taylor, president C. & G. Cooper Co., Mount Vernon.
7. C. L. Culbertson, the Republican-News, Mount Vernon.
8. J. W. Rudin, Mount Vernon.
9. L. T. Mendenhall, Mount Vernon.

41. LAKE COUNTY.

1. L. B. Walters, vice president Painesville National Bank & Trust Co., Painesville.
2. C. T. Mehaffey, Lake County Savings & Loan Co., Painesville.
3. T. M. Durey, secretary Painesville Chamber of Commerce, Painesville (secretary).
4. David P. Blackmore, Route No. 2, Perry.
5. R. P. Ketzel, 745 Liberty Street, Painesville.
6. C. J. Alden, president Painesville Metallic Binding Co., Painesville (chairman).
7. H. H. Henes, the Telegraph, Painesville.
8. H. F. Byler, Painesville.
9. George A. Reade, Painesville.

42. LAWRENCE COUNTY.

1. C. B. Egerton, president Iron City Savings Bank, Ironton (president).
2. H. M. Edwards, Lawrence Savings & Loan Co., Ironton.
3. J. R. Paul, district manager, Alpha Portland Cement Co., Ironton.
4. V. T. Cox, Proctorville.
5. Charles H. Dickens, 2510 South Fourth Street, Ironton.
6. J. R. Paul, Alpha Portland Cement Co., Ironton.
7. Charles Collett, the News, Ironton (secretary).
8. F. A. Mearan, Ironton.
9. Fred Wiseman, Route No. 1, Waterloo.

George Berg, Ironton, chairman.
Miss Sara Ritter, Chamber of Commerce, Ironton, secretary.

43. LICKING COUNTY.

1. W. C. Metz, president Newark Trust Co., Newark.
2. A. H. Rickert, Licking County Building & Savings Co., Newark.
3. H. L. Jenkins, manager Holophane Co. (Inc.), Newark.
4. C. W. Montgomery, Route No. 7, Newark.
5. J. H. Sharrit, secretary Federation of Labor, 12 Spencer Building, Newark.
6. W. K. Wobbecke, secretary Chamber of Commerce, Newark (secretary).
7. Frank Spencer, The Advocate, Newark.
8. L. M. Krieg, Newark.
9. T. C. Jury, Newark (chairman).

[20] Substitute, T. Paul Caniff, post-office box No. 263, Steubenville (secretary).

44. LOGAN COUNTY.

1. Fred C. Spittle, cashier Bellefontaine National Bank, Bellefontaine.
2. I. N. Zearing, Citizens Building & Loan Co., Bellefontaine.
3. Tom Emrick, secretary Chamber of Commerce, Bellefontaine (secretary).
4. N. P. McCylloch, West Mansfield.
5. H. L. Right, Oak Hotel, Bellefontaine.
6. J. E. Miller, president Bellefontaine Bridge & Steel Co., Bellefontaine.
7. F. C. McCracken, The Examiner, Bellefontaine.
8. Lawrence Milligan, Bellefontaine (chairman).
9. Howard R. Baldwin, West Liberty.

45. LORAIN COUNTY.

1. F. A. Smythe, chairman of board, Lorain County Savings & Trust Co., Elyria.[21]
2. George W. Garthy, Citizens' H. & S. Association, Lorain (secretary).
3. F. A. Smythe, president Thew Shovel Co., Lorain.[22]
4. W. G. Caskey, Oberlin.
5. Henry Fuller, secretary Central Labor Union, 46½ Broadway, Lorain.
6. A. L. Garford, president Manufacturers' Association, Elyria.
7. A. C. Hudnutt, the Chronicle-Telegram, Elyria.
8. Geo. E. Dachtler, Elyria.
9. Frank Mason, Route No. 1, Elyria.

County Newspaper Association, J. C. George, editor Chronicle-Telegram, Elyria (chairman).

46. LUCAS COUNTY.

1. S. L. McNary, president-secretary Savings Bank & Trust Co., Toledo (vice chairman).
2. Roy R. Blair, Northwestern Ohio Savings Association, Toledo.
3. A. S. Hillebrand, secretary-treasurer the A. Bentley & Sons Co., Toledo.
4. Louis Miller, Station C, Toledo.
5. John J. Quinlivan, secretary Central Labor Union, 129 Michigan Street, Toledo.
6. E. J. Miller, manager Merchants and Manufacturers Association, Security Bank Building, Toledo.
7. Grove Patterson, the Blade, Toledo.
8. Sidney Vinnedge, care of Lamson Bros., Toledo (chairman).
9. F. J. Bucher, Route No. 2, Whitehouse.

(Albert J. Horn, Toledo Chamber of Commerce, secretary.)

47. MADISON COUNTY.

1. R. W. Boyd, president London Exchange Bank, London.
2. Leroy Cornwell, Madison Building, Loan & Savings Co., London.
3. M. B. Armstrong, Thomas & Armstrong, London.
4. James B. Weyer, Route No. 1, Mount Sterling.
6. I. S. Melambre, Williams Co., London.
7. R. B. Howard, the Madison Press, London (chairman).
8. L. S. Farquhar, London (secretary).
9. Cecil Harsh, Route No. 1, Lilly Chapel.

48. MAHONING COUNTY.

1. John R. Rowland, president Mahoning National Bank, Youngstown (president).
2. W. Bruce Jones, Metropolitan Savings & Loan Co., Youngstown (secretary).
3. J. R. Rowland, president Mahoning National Bank, Youngstown.
4. A. G. Coburn, Greenford.
5. A. B. Howe, secretary United Labor Congress, Box No. 219, Youngstown.
6. Warren F. Perry, executive secretary Mahoning Valley Industrial Council, 712 First National Bank Building, Youngstown.
7. Ned Brooks, the Journal, Youngstown.[23]
8. B. M. Weinhold, the Strouss-Hirschberg Co., Youngstown.
9. V. E. Crouse, North Lima.

[21] Substitute, A. B. Taylor, president Lorain County Savings & Trust, Elyria.
[22] Substitute, Tom Cook, president Chamber of Commerce, Elyria.
[23] Substitute, A. R. Todd, the Telegram.

49. MARION COUNTY.

1. C. C. Merkel, president Marion Savings Bank, Marion.
2. H. C. Donithen, Peoples Building, Savings & Loan Co., Marion.
3. H. B. Walker, treasurer Fairfield Engineering Co., Marion.
4. Thomas Grossman, Route No. 1, Caledonia.
5. Ralph K. Ruppart, secretary Central Labor Union, 645 Wilson Avenue, Marion (secretary).
6. Fred B. Scherff, secretary Employers Association, Marion.
7. F. K. Dix, the Monitor, Prospect.
8. Morgan Burke, care of Uhler Phillips Co., Marion (chairman).
9. E. A. Williams, Marion, Route No. 4 (vice chairman).

50. MEDINA COUNTY.

1. Blake McDowell, president Old Phoenix National Bank, Medina (chairman).
2. John R. Moore, Citizens Savings & Loan Co., Medina.
3. Don Williams, Ohio Match Co., Wadsworth.
4. George Ganyard, Route No. 7, Medina.
7. W. B. Baldwin, the Gazette, Medina (secretary).
8. H. Y. Ziegler, Medina.
9. J. P. Kelser, Medina.

51. MEIGS COUNTY.

1. W. F. Reed, president Farmers Bank & Savings Co., Pomeroy.
2. Robert Warner, Meigs County Savings & Loan Co., Pomeroy (secretary).
4. W. A. Carmen, Pomeroy (president).
5. E. C. Finlaw, Route No. 1, Pomeroy.
7. J. E. Carleton, the Democrat, Pomeroy.
8. D. D. Schaeffer, Pomeroy.
9. Clyde Will, Pomeroy

Additional members:

Irving Carr and W. A. Compton, of the county board of commissioners.
H. J. Blackmore, county auditor.
H. L. Roush, county treasurer.
W. G. Plantz, First City Bank.
C. J. Hess, mayor.
J. E. D. Hartinger, county engineer.
C. A. Hartley, Athens, messenger.

52. MERCER COUNTY.

1. W. E. Tounelle, president First National Bank, Celina (chairman).
2. W. H. Anthony, Fort Recovery Building & Loan Co., Fort Recovery.
3. A. J. Bearinger, secretary Mersman Bros. Corporation, Celina (secretary).
4. Bernard Desch, Chickasaw.
6. Walter J. Mersman, vice president Mersman Bros. Corporation, Celina.
7. F. A. Snyder, the Sentinel, Celina.
8. L. Remaklus, Celina.
9. Albert Harrison, Route No. 6, Celina.

Also present:

O. H. Anderson, farm agent, Ohio Farm Bureau Federation, Celina.
J. C. Sell, member county commission of Mercer County.

53. MIAMI COUNTY.

1. W. E. Bowyer, President First Troy National Bank & Trust Co., Troy.
2. J. C. Fullerton, jr., Peoples Building & Savings Association Co., Troy.
3. Bond Houser, President Sunshade Co., Troy (secretary).
4. Sumner Senseman, Route No. 4, Tippecanoe City (chairman).
5. Joseph Marden, care of Fire Headquarters, Piqua.
6. W. K. Leonard, president Piqua Hosiery Co., Piqua.
7. Harold Pauley, the News, Troy.
8. Preston Dye, Troy.
9. R. M. Dickson, Piqua.

54. MONROE COUNTY.

1. J. D. Mooney, president The Monroe Bank, Woodsfield.
2. T. J. Kremer, Woodsfield Building & Loan Co., Woodsfield.
3. Bond Houser, President Sunshade Co., Troy (secretary).
4. C. W. Norris, Route No. 5, Woodsfield.
7. F. L. Williams, the Spirit of Democracy-Sentinel, Woodsfield (secretary).
8. J. M. Armstrong, Woodsfield (vice president).
9. Stanley Seal, Woodsfield.

55. MONTGOMERY COUNTY.

1. Russell H. Tompert, president Winters National Bank & Trust Co., Dayton.
2. W. M. Brock, Gem City Building & Loan Association, Dayton.
3. Frank H. Smith, president Hillsmith & Co., Dayton.
4. B. F. Studebaker, Union.
5. Nat. Bayless, secretary Central Labor Union, 332 Johnson Street, Dayton.
6. Charles H. Paul, Dayton Industrial Association, 922 Dayton Savings & Trust Building, Dayton.
7. E. G. Burkham, the Journal, Dayton.
8. Robert Elder, care of Elder & Johnson Co., Dayton.[24]
9. Carl Lambert, Route No. 2, Germantown.

56. MORGAN COUNTY.

1. C. B. Smith, cashier Malta National Bank, Malta (chairman).
2. A. A. Coulson, Malta Savings & Loan Co., Malta.
3. Ray Durbin, McConnellsville.
4. W. T. Porter, Malta.
5. Harry Cook, Malta.
6. Rufus Brown, jr., Malta.
7. W. D. Matson, the Herald, McConnellsville (secretary).
8. S. C. White, McConnellsville.
9. C. R. Massey, Malta.

57. MORROW COUNTY.

1. Guy Whitney, Mount Gilead National Bank, Mount Gilead.
2. G. C. Miller, Morrow County Building & Loan Co., Cardington.
3. A. L. Boggs, Hydraulic Press Manufacturing Co., Mount Gilead.
4. J. S. Appleman, Galion.
7. H. E. Griffith, the Sentinel, Mount Gilead (secretary).
8. Dan White, Mount Gilead.
9. Elmer Goodrich, Mount Gilead.

Also attended:

F. E. McMillan, president Ohio Chamber of Commerce (chairman).
E. A. Goodridge, county grange, Mount Gilead.
J. H. Kelly, manager.
J. P. Markley, Farm Bureau.

58. MUSKINGUM COUNTY.

1. V. C. LeFevre, cashier Old Citizens National Bank, Zanesville (chairman).
2. Charles E. Griffiths, Home Muskingum Savings Co., Zanesville.[25]
3. Henry Knoedler, president Old Citizens National Bank, Zanesville.[26]
4. C. O. Marshall, Nashport.
5. Jas. A. Bauer, secretary Trust & Loan Council, box 156, Zanesville (secretary).
6. W. J. Kirkpatrick, secretary Zanesville Industrial Association, Zanesville.
7. O. B. Littick, the Times-Recorder, Zanesville.
8. L. L. Weber, care of H. Weber Sons & Co., Zanesville.[27]
9. J. A. Littick, Dresden, Route 4.[28]

---

[24] Substitute, H. Riling.
[25] Substitute, C. C. Slater.
[26] Substitute, B. C. Browning.
[27] Substitute, F. M. Sturtivant.
[28] Substitute, W. G. Vandenbark.

59. NOBLE COUNTY.

1. W. D. Merry, president Farmers & Merchants Bank, Caldwell (president).
2. J. W. Drake, Caldwell Building & Loan Co., Caldwell.
4. J. K. Hedge, Caldwell.
5. L. E. Danford, Ava.
7. James R. Hovery, the Republican-Journal, Caldwell (secretary).
8. H. M. Wells, Caldwell.
9. S. D. Sanford, Caldwell.

60. OTTAWA COUNTY.

1. Geo. F. Meyer, cashier American Bank, Port Clinton (chairman).
2. Earl F. Camper, Genoa Building & Loan Association, Genoa, (secretary).
3. H. A. Cowgill, manager Ohio Public Service Co., Port Clinton.
4. V. H. Davis, Route No. 1, Port Clinton.
6. E. J. Mitchel, auditor Matthews County, Port Clinton.
7. Sam Kuesthardt, the Progressive Times, Port Clinton.
8. Charles Springer, Port Clinton.
9. John A. Miller, Genoa.

61. PAULDING COUNTY.

1. W. E. Rhinebolt, cashier Paulding National Bank, Paulding.[29]
3. Henry Brune, secretary Paulding County Chamber of Commerce, Paulding.[30]
4. Harry E. Bakle, Cecil.
7. Chauncey Webster, the Democrat, Paulding (secretary).
8. Donald Crain, Paulding.
9. Grover C. Hipp, Grover Hill, Route No. 4.

62. PERRY COUNTY.

1. George L. Rodgers, cashier Citizens National Bank, New Lexington.
2. Attorney Taul Tague, Hemlock Savings & Loan Association Co., Hemlock (chairman).
3. C. W. Runk, superintendent Ohio Power Co., New Lexington.
4. John Dixon, Thornville.
5. James M. White, secretary Trust & Loan Council, box 68, Route No. 2, Crooksville.
7. C. L. Mottal, the Press, Somerset.[31]
8. J. O. Cullen, New Lexington.
9. I. C. Masterson, Porterville.

63. PICKAWAY COUNTY.

1. C. Clark Will, assistant cashier Third National Bank, Circleville.
2. John C. Goeller, Scioto Building & Loan Co., Circleville.
3. Mack Parrett, jr., secretary Chamber of Commerce, Circleville (secretary).
4. E. C. Rector, Circleville.
6. J. I. Smith, president Esmeraldo Canning Co., Circleville (president).
7. Karl Herrmann, the Herald, Circleville.
8. W. E. Crist, Circleville.
9. T. M. Glick, Route No. 4, Circleville.

64. PIKE COUNTY.

1. W. V. Watts, president Waverly State Bank, Waverly (chairman).
2. George E. Barch, Waverly Building & Loan Co., Waverly (secretary).
4. E. F. Rittenour, Route No. 1, Piketon.
7. A. S. Kechle, The Watchman, Waverly.
8. Charles L. Greenbaum, Waverly.
9. G. W. Rittenour, Waverly.

[29] Substitute, Mr. Ross, chairman.
[30] Substitute, Rev. J. C. Wise.
[31] R. W. Cullen given in report, secretary.

65. PORTAGE COUNTY.

1. F. H. Carnahan, president Second National Bank, Ravenna (chairman).
2. W. J. Dodge, County Savings & Loan Co., Ravenna.
3. C. J. Hartlerode, city solicitor of Ravenna, Ravenna.
4. O. S. Lukens, Route No. 1, Kent.
5. D. J. Keevert, 332 Day Street, Ravenna.
6. C. A. Heisler, general manager A. C. Williams Co., Ravenna.
7. Albert Dix, the Record, Ravenna (secretary).
8. D. H. Green, Kent.
9. C. J. Smith, Garrettsville, Route No. 36.

66. PREBLE COUNTY.

1. J. M. Gale, vice president and cashier Eaton National Bank, Eaton.
2. W. J. Poffenberger, Eaton Loan & Home Aid Co., Eaton.
4. James A. Campbell, Camden.
7. C. B. Unger, the Register-Herald, Eaton (chairman).
8. C. C. Spring, Eaton.
9. Roy Schlotterbeck, Eaton (secretary).

67. PUTNAM COUNTY.

1. George W. Kahle, cashier bank of Ottawa County, Ottawa.
2. B. A. Nienberg, Glendorf German Building & Loan Co., Glendorf.
3. Charles Booth, secretary Ottawa Chamber of Commerce, Ottawa (secretary).
4. Howard Devore, Gilboa.
7. Ed. Summers, the Sentinel, Ottawa.
8. Sig. Wise, Ottawa (chairman).
9. Bert Stump, Columbus Grove.

68. RICHLAND COUNTY.

1. E. S. Nail, president Farmers Savings & Trust Co., Mansfield (chairman).
2. P. W. Backenstos, First Savings & Loan Co., Mansfield.
3. T. E. Barnes, secretary-general manager Barnes Manufacturing Co., Mansfield.
4. Herman H. Wolf, Route No. 5, Shelby.
5. L. W. Autrican, president Mansfield Trades Council, 216 South Mulberry Street, Mansfield.
6. A. D. Caddell, secretary Manufacturers Club, Mansfield (secretary).
7. J. C. Stambaugh, the Globe, Shelby.
8. H. T. Siegenthaler, Mansfield.
9. W. C. Pritchard, Butler.

In addition:

A. J. Meyers, secretary Trades Council.
H. D. Wolfe, master of grange, Butler.
Albert L. Allen, county surveyor.
John C. Briday, county commissioner.

69. ROSS COUNTY.

1. Walter Roche, president First National Bank, Chillicothe (president).
2. J. P. Rigney, Mutual Loan & Savings Association, Chillicothe.
3. H. P. Carruth, manager Mead Pulp & Paper Co., Chillicothe.
4. Frank Steele, Route No. 3, Chillicothe.
5. Harry L. Nessel, secretary Central Labor Union, 193 Plum Street, Chillicothe.
7. James Hannan, the Gazette, Chillicothe.
8. A. Herrstein, Chillicothe.
9. Arthur E. Anderson, Route No. 10, Chillicothe.

(Francis Pope was drafted by H. P. Garruth, secretary.)

70. SANDUSKY COUNTY.

1. Sam A. Gable, cashier First National Bank, Fremont.
2. Paul W. Kridler, H. B. Smith Building & Loan Co., Fremont.
3. Charles J. Miller, President Fremont Chamber of Commerce, Fremont (chairman).
4. J. W. Heflinger, Route No. 1, Clyde.
5. S. S. Greetham, 114½ South Front Street, Fremont.

70. SANDUSKY COUNTY—Continued.

6. R. F. Anderson, Fremont Manufacturing Co., Fremont.
7. J. T. Loveland, the Derrick, Gibsonburg.
8. C. S. Amey, Fremont.
9. H. J. Cessna, Kansas.
   (A. W. Last, secretary Fremont Chamber of Commerce, Fremont, secretary.)

71. SCIOTO COUNTY.

1. J. W. Bannon, cashier-secretary Central National Bank, Portsmouth.[32]
2. John W. Berndt, American Building & Loan Association, Portsmouth.
3. William Holloway, president Wheeling Steel Corporation, Portsmouth.[33]
4. Fred Lang, Wheelersburg.
5. Ed. Switalski, secretary Central Labor Council, 816 Findlay Street, Portsmouth.
6. Frank M. Baggs, secretary the Employers Association, 721 National Bank Building, Portsmouth (secretary).
7. Harry Taylor, the Times, Portsmouth.[34]
8. Albert Marting, Marting Bros., Portsmouth (chairman).
9. Wiley Tipton, Star Route, Buena Vista.

72. SENECA COUNTY.

1. Forrest Miller, cashier Commercial National Bank, Tiffin.
2. Carl Smith, Ohio Savings & Loan Association, Fostoria.
3. George Brain, secretary Standard Sanitary Manufacturing Co., Tiffin.
4. John Gillig, Route No. 6, Tiffin.
5. H. Nelson Jones, secretary Central Labor Union, Hopewell Avenue, Tiffin.
6. G. T. Rosselle, Webster Manufacturing Co., Tiffin.[35]
7. E. D. Kimmel, the Gazette, Bloomville.
8. Harvey Rosenthal, Tiffin (chairman).
9. A. D. Fitzgerald, Clyde.

County commissioners also present:
S. A. Dreitzler, B. L. Meyers, M. R. Hooper, chamber of commerce, Naylor Bates, secretary chamber of commerce.

73. SHELBY COUNTY.

1. H. L. Wilson, cashier Citizens National Bank, Sidney.
2. William Piper, Shelby County Building & Loan Association, Sidney.
3. W. E. Whipp, secretary-treasurer Monarch Machine Tool Co., Sidney.[36]
4. John F. Wintringham, route No. 1, Anna.
5. H. L. Henson, 347 East Court Street, Sidney (chairman).
6. Mr. Woosley, secretary chamber of commerce, Sidney.
7. E. C. Amos, the News, Sidney.
8. G. N. Rhees, Sidney.
9. A. C. Dill, route No. 1, Pemberton (secretary).

74. STARK COUNTY.

1. R. P. Abbey, First National Bank, Canton.
2. Arthur T. Ellis, First Savings & Loan Co., Massillon.
3. Paul B. Belden, president Belden Brick Co., Canton.
4. Irl K. Iotz, Route No. 2, East Canton.
5. George Groshans, secretary Central Labor Union, 1152 Walnut Avenue NE., Canton.
6. H. S. Hastings, Industrial Corporation of Stark County, 301 New Vicary Building, Canton (president).
7. Paul Siddall, the Review, Alliance.
8. E. D. Carey, care of Herbruck & Carey, Canton (secretary).
9. C. A. Pontius, Route No. 2, Canton.[37]

[32] Substitute, W. F. Gahur, assistant to president of Second Central National Bank, Portsmouth.
[33] Substitute, Stanley G. Hopkins, employment manager Wheeling Steel Corporation, Portsmouth.
[34] Substitute, Maurice H. Coe.
[35] Substitute, W. M. Meyers, manager Webster Manufacturing Co., Tiffin.
[36] Substitute, J. H. Drake, Ohio Electric Power Co., Sidney.
[37] Substitute, Miss Almyra Pontius.

75. SUMMIT COUNTY.

1. G. W. Merz, vice president Central Depositors Building & Trust Co., Akron.
2. L. E. Devere, Citizens Savings & Loan Co., Akron.
3. Robert Guinther, president Chamber of Commerce, Akron.
4. H. C. Barlow, Hudson.
5. W. Tate, secretary Central Labor Union, 182 Sholiton Court, Akron.
6. H. C. Parsons, secretary Akron Employers Association, 500 Central Savings & Trust Building, Akron.
7. J. H. Barry, the Beacon-Journal, Akron.
8. Jerome Dauby, M. O'Neill Co., Akron.
9. H. M. Call, Route No. 7, Kent.

76. TRUMBULL COUNTY.

1. E. J. Boyd, president Second National Bank, Warren.
2. James Izant, secretary Trumbull Savings & Loan Co., Warren.
3. H. W. Taylor, president Halsey W. Taylor Co., Warren.
4. John McCullour, Route No. 5, Cortland.
5. George H. Gebbard, secretary Central Labor Union, 22 Maple Avenue, Warren.
6. Karl B. Dodge, secretary Trumbull County Manufacturers Association, Warren.
7. James L. Wick, the Times, Niles.
8. W. B. Stroup, president Warner Co., Warren.
9. C. F. Kreitler, Warren.
   (George J. Henry (chairman), State-City Employment Service.)
   (W. R. Atkins (secretary), Trumbull Savings & Loan.)

77. TUSCARAWAS COUNTY.

1. E. C. Schweitzer, president Citizens' National Bank, New Philadelphia (president).
2. Homer G. Frew, Tuscarawas Savings & Loan Co., New Philadelphia.
3. A. J. Krantz, president Reeves Banking & Trust Co., Dover.
4. J. A. Ridenour, Stone Creek.
5. Thomas H. Darst, editor the Labor News, New Philadelphia.
6. H. C. Cappel, Greer Steel Co., Dover (secretary).
7. J. E. Hurst, the Times, New Philadelphia.[38]
8. B. Alexander, New Philadelphia.
9. E. C. Bell, Dennison.

78. UNION COUNTY.

1. J. M. Lentz, president Bank of Marysville, Marysville.
2. E. F. Sawyer, Citizens Home & Savings Co., Marysville (chairman).
3. C. B. Mills, treasurer O. M. Scott & Sons Co., Marysville (secretary).
4. Charles Smith, Route No. 1, Peoria.
7. B. B. Gaumer, the Journal, Marysville.
8. J. M. Wilkins, Marysville.
9. James P. Coe, Milford Center.

79. VAN WERT COUNTY.

1. Charles N. Poling, cashier People's Savings Bank, Van Wert (secretary).
2. T. C. Wilkinson, Fraternal Building, Loan & Savings Co., Van Wert.
4. E. G. Hargesheimer, Route No. 3, Van Wert.
5. W. S. Tozzer, 222 West Second Street, Van Wert.
6. C. F. Kennedy, president Kennedy Manufacturing Co., Van Wert (chairman).
7. Capels Foster, the Bulletin, Van Wert.
8. Charles Balyeat, Van Wert.
9. Herman Becker, Route No. 5, Van Wert.

80. VINTON COUNTY.

1. Aaron Will, president Vinton County National Bank, McArthur.
2. O. F. Pilcher, McArthur Savings & Loan Co., McArthur.
4. Floyd Delashmutt, Hamden.

[38] Substitute, Dale Empfield.

80. VINTON COUNTY—Continued.
7. L. L. Leach, the Democrat-Enquirer, McArthur (president).
8. I. M. Lantz, McArthur.
9. Edward Dearth, Zaleski.
T. C. Kennard, agricultural extension work, secretary.
New members, mayors of four villages:
L. W. Horton, McArthur.
Charles Baryhill, Hainden.
Ira V. Diles, Zaleski.
I. W. Pitcher, Wilkesville.

81. WARREN COUNTY.
1. C. C. Enlass, president Lebanon Citizens National Bank & Trust Co., Lebanon.
2. C. H. Young, Peoples' Building, Loan & Savings Co., Lebanon.
3. Madison C. Hutchinson, secretary Lebanon Chamber of Commerce, Lebanon.
4. Charles T. Ellis, Waynesville (secretary).
6. Arthur Hamilton, manager Miami Packing Co., Lebanon (chairman).
7. Gardner Townsley, the Western Star, Lebanon.
8. S. Fred, Lebanon.
9. H. R. Harris, Lebanon.
Added to committee, county commissioners:
Carl J. Miller, Franklin.
E. J. Beddle, Lebanon.
W. D. Corwin, Morrow.

82. WASHINGTON COUNTY.
1. T. M. Sheets, vice president Citizens National Bank, Marietta.
2. Fred W. Rorner, Pioneer Savings & Loan Co., Marietta.
3. C. J. LaVallee, president Marietta Paint & Color Co., Marietta (vice chairman).
4. C. H. Ingraham, Route No. 1, Marietta.
5. Jacob Heldman, secretary, T. & L. Assembly, 808 Phillips Street, Marietta.
6. John Mills, president Marietta Chair Co., Marietta (chairman).
7. W. P. McKinney, the Times, Marietta.
8. Charles W. Otto, Marietta.
9. M. W. Bingham, Route No. 3, Waterford.
(H. E. Schramm, managing secretary.)

83. WAYNE COUNTY.
1. Elmer S. Landes, president Wayne County National Bank, Wooster.
2. J. W. Hooke, Peoples' Savings & Loan Co., Wooster.
3. George Heisler, president the Toy Kraft Co., Wooster.
4. D. W. Galehouse, Marshallville.
5. Walter Fox, 512 Gasche Street, Wooster.
6. R. S. Blake, general manager Buckeye Aluminum Co., Wooster.
7. E. C. Dix, the Record, Wooster.
8. H. L. Boigegrain, Wooster.
9. Thomas H. Barns, Creston.

84. WILLIAMS COUNTY.
1. Charles M. Wertz, vice president Farmers' National Bank, Bryan.
2. George A. Brown, Home Savings, Loan & Building Association, Bryan.
3. C. L. Newcomer, secretary Bryan Business Men's Association, Bryan (chairman).
4. C. C. Drake, Montpelier.
5. William Reagle, 555 South Beech Street, Bryan.
7. C. S. Roe, the Press, Bryan (secretary).
8. Jack Howk, Bryan.
9. C. F. Shook, Stryker.

85. WOOD COUNTY.
1. H. J. Rudolph, cashier State Bank, Bowling Green.
2. C. B. Eberly, Equitable Savings & Loan Co., Bowling Green.
3. A. M. Patterson, secretary Chamber of Commerce, Bowling Green.
4. W. H. Hannah, Tontogany (president).
5. Glen E. Sherer, 211 Buttonwood Avenue, Bowling Green.[39]

[39] Substitute, H. Sherer.

85. WOOD COUNTY—Continued.
7. Alfred Haswell, the Sentinel-Tribune, Bowling Green.[40]
8. Fred W. Uhlman, Bowling Green.
9. Ray Le Galley, Bowling Green (secretary).

86. WYANDOT COUNTY.
1. Charles D. Stubbs, secretary Commercial Savings Bank, Upper Sandusky (chairman).
2. Miss Claire Gipson, First Building & Loan Association, Upper Sandusky (secretary).
3. T. H. Jones, president Jones Clutch & Gear Co., Upper Sandusky.
4. W. J. Burnside, Route No. 7, Upper Sandusky.
6. Robert Hare, Wyandot Clay Products Co., Upper Sandusky.
7. H. C. Ramsdell, the Leader, Sycamore.
8. Roy Haines, Upper Sandusky.
9. Harold Cope, Upper Sandusky.

[40] Substitute, S. A. Canary.

264 Un35
US. Dept of Commerce
Organization to promote ...
MSH 02900
AUG 11 1994
NEH
COLUMBIA UNIVERSITY LIBRARIES
0041392361
AUG 13 1931

END OF
TITLE